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TOWN REPORT

SALEM, NEW HAMPSHIRE



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TOWN OFFICERS

1991

ADMINISTRATION TERM EXPIRES

Selectmen—Three Year Terms

David B. Tilton, Sr., <i>Chairman</i>	1994
Richard R. Gregory	1992
Joseph W. Gagnon	1993
James P. Lawlor	1993
George P. Jones III	1994

Town Manager

Barry M. Brenner

District Court

Justice Robert D. Marshall
Special Justice Urville Beaumont
Clerk of Court David Wajda
Chief Probation Officer Brad Mulhearn

Moderator—Two Year Term

Laurence N. Belair	1992
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Town Clerk—Three Year Term

Barbara Lessard	1993
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Tax Collector—Three Year Term

Jackie Gucciardi	1993
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Treasurer

Cheryl Bolouk	1993
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Finance Director

Frances Bernard

Budget Committee—Three Year Term

Earl Merrow, <i>Chairman</i>	1993
Roland Maher	1992
Robert Ellis	1994
William Rudd	1994
David Benson	1992
Donald Heavey	1993
Bernard Campbell, <i>School Board Rep.</i>	
David Tilton, Sr., <i>Selectman Rep.</i>	

Chief Assessor

Normand Pelletier

Personnel Department

Anne K. Priestley, *Personnel Asst.*

Chief of Police

James Ross

Chief of Fire Department

Donald P. Bliss

ADMINISTRATION TERM EXPIRES

Engineering Director

Edward J. Blanie, Jr.

Planning Director

Ross A. Moldoff

Legal Department

Deborah Walsh, *Police Prosecutor*

Building and Inspection Department

Samuel Zannini, *Chief Inspector*
 Stillman Kealey, Jr., *Building Official*
 Ken Diodati, *Building Official*

Human Services

Robert Loranger, *Welfare Administrator*

Recreation Department

Julie Kamal, *Program Coordinator*

Senior Center

Sally Sweet, *Senior Coordinator*

Health

Suzanne Doucette

Civil Defense

Donald P. Bliss, *Emergency Coordinator*
 Anthony Coco, *Director*
 William Loeffler, *Deputy Director*
 Donald Roulston, *Deputy Director*

Library

Edward Reed, *Director*
 Eleanor Strang, *Assistant Director*

Library Trustees—Three Year Term

James Carpenito, <i>Chairman</i>	1994
Richard O'Shaughnessy	1992
Bertice Woodbury	1993

BOARDS AND COMMISSIONS

Board of Adjustments—Three Year Term

Francis Champoux, <i>Chairman</i>	1994
Philip DeRosa	1992
Edith Desrosiers	1992
David J. Rogers	1993
William Pry	1994

ADMINISTRATION	TERM EXPIRES
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Board of Adjustments (cont.)

Alternates—Three Year Term

Keith DeSantis	1994
Gerald Forcier	1994
William Loosigian	1994
George Hobbs	1994
John D. Doyle	1994

Planning Board—Three Year Term

Glenn Gidley, <i>Chairman</i>	1993
Thomas Pappalardo, <i>Vice Chairman</i>	1992
Bernard Campbell, <i>Sec.</i>	1994
Clifford Sullivan	1992
Emil Corrente	1994
Robert Campbell	1993
Joseph Gagnon, <i>Selectman Rep.</i>	

Recreation Advisory Board, Staggered Term

William Arvidson, <i>Chairman</i>	1993
George Fredette, <i>Vice Chairman</i>	1994
Frank Gruber, <i>Sec.</i>	1994
Michael Burke	1993
Richard Gregory, <i>Selectman Rep.</i>	
Stephen Bucu, <i>School Board Rep.</i>	

Supervisor of the Check List—Six Year Term

Sheila Murray	1992
Joan Sabatini	1994
Janice Habib	1996

Trustees of Trust Funds—Three Year Term

Harley Featherston, <i>Chairman</i>	1992
Thomas Eden	1993
Joseph Conklin	1994

Museum Committee

Edith Desrosiers, <i>Chairperson</i>	
Louise Ackerman	
Ernest Mack	
Beverly Glynn, <i>Curator</i>	
Carol McShane	
David B. Tilton, Sr., <i>Selectman Rep.</i>	

ADMINISTRATION	TERM EXPIRES
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Conservation Commission—Three Year Term

Kenneth Campbell, <i>Chairman</i>	1994
William Schultz	1992
Earl K. Merrow	1993
Frank Hekimian	1992
Joleen Kealey	1993
Nancy Thibodeau	1994
George P. Jones III, <i>Selectman Rep.</i>	

Council on Aging—Three Year Term

Kathy DeGregorio, <i>Chairperson</i>	1993
Howard Goodell, Jr.	1994
Margaret Gurney	1994
Roy Hodson	1994
Doris Flaherty	1993
Marion Robinson	1993
Pat Keegan	1993
Sandra Merrill	1993
Ruby Nazarian	1993
Ann St. Hilaire	1993
Stephanie Micklon	1992
David B. Tilton, Sr., <i>Selectman Rep.</i>	

Historic Commission—Three Year Term

Edith Desrosiers, <i>Chairperson</i>	1994
Louise Ackerman	1994
Bertice Woodbury	1992
Carol McShane	1994
Beverly Glynn	1993
David B. Tilton, Sr., <i>Selectman Rep.</i>	

Housing Authority

Delbert Downing, <i>Chairman</i>	1995
Michael Carney, <i>Vice Chairman</i>	1992
Doris Beshara	1996
Frederick S. Bean	1994
Bertrand Duvernay	1993
Diane Morway, <i>Acting Exec. Director</i>	



***L eft to Right: Richard Gregory, George P. Jones III, David Tilton,
Chairman, Joseph Gagnon, James Lawlor***

BOARD OF SELECTMEN

The March 1991 Town election brought a new member to the Board with the election of George P. Jones III. Mr. Jones filled the position of Howard Glynn who did not choose to seek re-election. The March 1991 Town election also saw my re-election for another three year term.

The Board of Selectmen in continuing to recognize the downturn of the economy, the unemployment rate and the burden of property taxes, maintained our tight controls on expenditures. This effort resulted in the Town successfully continuing to provide essential services to the community while operating with a significantly reduced budget and workforce.

During 1991 action was initiated to address two of the most significant issues that have confronted the Town for several years - water and sewer. With respect to water, the Town engaged a professional engineering consultant to evaluate and recommend a long-term water supply plan for the Town to follow to fruition in order to provide for the water supply needs of the Town ensuring safety, quality and adequate quantity in conformance with Federal Safe Drinking Water Act requirements. This plan will be presented by the consultants in early 1992.

With respect to sewer, the method of financing the sewer system has been a continuing source of conflict and has served to inhibit expansion of the sewer system. The Town has engaged a professional utility financing consultant to evaluate existing sewer user fees and charges and recommend a fair and equitable financial plan for the sewer system. This plan will be presented by the consultants in early 1992.

The New England Development Mall opened in August, 1991. This project provided temporary construction employment during these difficult economic times as well as significant permanent employment opportunities. As part of this development substantial improvements were made to several roads and intersections.

During 1991 we were fortunate to see the successful conclusion of the Persian Gulf conflict and the return of our community's military members. The community recognized the sacrifices and contributions of our military members through a well-deserved welcome home observance.

The Board of Selectmen wishes to express its appreciation to the many citizens who generously volunteer their time and efforts to serve on the Town's various boards, commissions and committees . We are indeed in the debt of these fine citizens.

The Board of Selectmen look forward to successfully meeting the challenges and issues that will face the Town in 1992.

Respectfully submitted,
David B. Tilton, Sr. Chairman

SELECTMAN GAGNON

Citizens of Salem:

The year 1991 was a prosperous and enjoyable year for me serving as your Selectman, Planning Board, Chamber of Commerce and Water and Sewer representative.

Major issues came to the forefront last year and many of you were affected. The worst for me was my helping a group of citizens who opposed a sex shop from opening next to their residences. Many liberals and the local newspapers saw this as an opportunity to attack me. They enjoyed feeding at the trough and enjoyed giving free press to the sex shop business at my expense.

The local press is very liberal and I do not believe they reflect the community's values.

There are issues that you called about and we as a Board are powerless to do anything about. The Cable contract is one example. The current twenty year contract is about eight years old. There are major new cable regulations going through the federal government that should return control to the local level. I can not wait.

The Town is in fine financial shape. Town revenues increased last year and expenditures decreased.

Some ongoing issues are the future water supply in Town. The current controversy on water has been around since the original contracts were signed in 1982.

The issue of solid waste removal is on the horizon and we can all be looking forward to curbside pick-up as a solution as space decreases in the landfill and the costs of recycling become advantageous.

I have enjoyed representing and helping those citizens that I could this past year and look forward to helping you in the future as your elected representative.

Best Wishes for the coming year
Selectman Joe Gagnon.

DEDICATION

During 1991 the Town saw the passing of several individuals that served our community with dedication and distinction:

Ray Bower - former Selectman
Bessie Morrison - former Selectman
Raoul Lavoie - former Fire Chief
George Taylor - former Deputy Fire Chief

As a tribute to the contributions of these special individuals to our community, the Board of Selectmen has dedicated this Annual Report to their memories .

TOWN MANAGER

The accomplishments of the Town for 1991 are detailed in the report of the Board of Selectmen, as well as the reports of the various Town departments. These accomplishments are due to the leadership of the Board of Selectmen and the dedicated effort of the men and women of all Town departments that provide the services to our community.

Certainly 1991 has been a difficult year economically. To respond to the decline in the economy and the property tax rate increase in 1990 the Town staff, the Board of Selectmen, and the Budget Committee all endeavored to reduce expenditures while attempting to minimize service and program reductions. These efforts resulted in a twenty (20) percent decrease in the municipal property tax rate for 1991. This decrease in the 1991 municipal property tax rate is directly attributable to significant reductions in staffing and personnel-related expenses. Most notably the Town workforce was reduced by over 10% in 1991.

As detailed in the report of the Board of Selectmen we have initiated action to address two of the most significant issues that have confronted the Town for several years - water and sewer.

1991 saw the retirement of several dedicated long-time Town employees. The loss of the collective experience and professionalism of these employees will be missed.

I look forward to continuing to work with the Board of Selectmen to successfully meet the challenges and issues that will face the Town in 1992.

Respectfully submitted,
Barry M. Brenner
Town Manager

FINANCE DEPARTMENT

1991 was a challenge for all Town Departments, but especially for the Finance Department. The overall budget reductions culminated in the voting of Town Meeting called for a closer scrutiny and more in depth monthly monitoring of expenditures to insure budgetary compliance. The systems and procedures that have been developed over the past several years greatly assisted us in this effort.

As a part of the 1991 budget reductions, the Finance Department began sharing one member of its staff with the Tax Collector's office. The staffing of the Tax Collector's office was reduced by one person as the result of the retirement of the Deputy Tax Collector. The Finance Department has been able to provide bookkeeping assistance to the Tax office for one-half of each day.

The most significant monetary achievement of the year occurred in June with the refinancing of the 1985 General Obligation Bond. The interest rates in the mid-1980's were at an all time high. By taking advantage of the significantly lower rates in 1991, we were able to restructure the remaining years of this debt for a total savings of \$194,000 with \$152,000 of the savings realized in 1991.

Frances A. Bernard
Finance Director

PERSONNEL DEPARTMENT

Due to the 1991 economy, the Personnel Department along with other Departments felt the crunch. The Personnel Department processed the necessary paperwork for employees laid-off, retirements and terminations. The department made every effort to assist employees to make the transition smooth. It was a stressful year for all, as co-workers were laid off. It is my hope that the economy will take an upswing in 1992 and ease the pressures on the employees as well as the Taxpayers.

The Personnel Department as of July entered the third year without a Personnel Director, due to necessary budget reduction. It is my pleasure to be the Assistant in the Personnel Department, I willingly accept and find the diversity interesting as well as challenging. Every effort will be made to continue assisting employees as well as the Town towards the goals set for 1992. I thank each employee for their support and cooperation given to me during 1991, especially Clerk Susan Galvin.

Anne K. Priestley
Personnel Assistant

SALEM DISTRICT COURT

The Salem District Court processed a total of 10,833 cases in 1991. The caseload was down from last year with the largest decrease in the criminal section.

Again it is encouraging to note that DWI cases have had a substantial decline over the past years. This year there have been 205 DWI arrests compared to 324 in 1990, 385 in 1989 and 414 in 1988. The continued reduction is due to the constructive manner in which the Court deals with the problem as well as the citizens becoming educated on the severity of the offense and the consequences to person and family. It is now apparent that most citizens recognize that drinking and driving is inappropriate.

Juvenile matters dropped slightly to 270 for the year. As with last year, there has been a rise in reported sexual abuse cases. Many of the juvenile cases utilize the Court's resources and remain under supervision of the Court in excess of one year.

The Lawyer in Every Classroom Program was again a great success. All Salem lawyers voluntarily participate in the yearly program and look forward to Law Day as the teachers and students. We celebrated the bi-centennial of the Bill of Rights and held public forums in conjunction with Franklin Pierce College in September, October and November. The forums dealt with such rights as freedom of expression, rights of privacy, rights of juveniles, and other rights protect by the Bill of Rights. All forums were well attended and the level of participation was excellent. All participants enjoyed the experience. The Court sponsored an Essay and Poster Contest for the students concerning the importance of the Bill of Rights. The Salem Garden Club was instrumental in sponsoring a Bill of Rights Tree planting ceremony and reception.

SALEM POLICE DEPARTMENT

1991 proved to be a very challenging year for the men and women of the Salem Police Department. With reduced staffing and a reduced budget, the Salem Police Department was called upon to provide police services to an expanding community.

Although residential development has slowed, commercial development is continuing to grow. The opening of the new mall at Rockingham in August brought more than 400,000 automobiles per month to the site. With the expansion of the new mall, the opening of J.C. Penney's and other stores, we are anticipating an even larger number of visitors in the coming year.

Commercial development has not been limited to the new mall. Currently, Home Depot is under construction at the site of the Fireside Motel at Route 28 and Shaw's Supermarket is planning to open their new store at the Rockingham Mall. Both of these new commercial attractions will increase traffic and requests for police services.

PERSONNEL

This year three promotions were made within the Department.

Sgt. Dennis O'Brien promoted to Lieutenant Officer Michael McGuire promoted to Sergeant

Both officers have been assigned to the patrol division.

Clerk Donna Ward promoted to Senior Clerk.

Also during this year, after nine years of service with the Department, Kathy Genest, Senior Clerk in the Records Division resigned to take a position with the State of Tennessee. All wish Kathy good luck in her new career.

During the planning and development of the new Mall at Rockingham Park, it was recommended that the staffing level of the Salem Police Department be increased from 53 full time police officers to 55 full time police officers to best meet the increased calls for police services.

The budget process of 1991 reduced the staffing level of the Salem Police Department from 53 full time police officer positions to 48 full time police officers.

Our current 1991 authorized staffing level of 18 full time officers is still 7 officers below the recommended 55 police officers.

COMMENTARY

We are seeing a change in criminal activity. Violent crime is increasing, most notably with our young people. Sex offenses, assaults, threats of violence continue to draw heavily on our reduced resources.

Major crime, Part I offenses, such as murder, rape, robbery, assaults burglary, larcenies, stolen motor vehicle and arson have increased by 10%. Specialized training, equipment and the availability of personnel becomes imperative if we are to continue the same quality of life Salem is noted for.

I am happy to report all is not negative. Reported and investigated traffic accidents have been reduced from 1632 in 1990 to 1278 in 1991. Patrol efforts and highway improvements have had positive results.

With expected increases in traffic in 1992, it is our goal to hold or reduce even further the number of reported traffic accidents.

With the down turn of our economy, we can expect to be faced with new challenges. The men and women of your police department are ready, willing and able to meet these challenges.

We thank all the citizens of Salem who have and continue to show their support. We will not let you down.

Respectfully Submitted,
Chief James E. Ross

FIRE DEPARTMENT

During 1991, the members of the Salem Fire Department worked diligently to improve the level of fire protection and emergency medical services that are provided to the citizens of Salem. Once again, we were fortunate that the Town did not experience any fire deaths this year.

Four dedicated members of the department retired during the year with a combined total of 86 years of career experience:

Captain David Shanteler (22 years of service)
Lieutenant John Prestosz (21 years of service)
Firefighter/Mechanic Robert Nault (21 years of service)
Firefighter Alcide Demers (22 years of service)

Each of these individuals had a tremendous positive impact on the performance of the department during their careers. We all wish them the best during their retirement years.

The following promotions took effect during the year:

James Stone was promoted from Fire Lieutenant to Fire Captain
Kevin Breen was promoted from Firefighter to Fire Lieutenant
Russell Boland was promoted from Fire Inspector to Fire Lieutenant
Joseph Kamal was promoted from Firefighter to Fire Inspector

Budgetary reductions that were mandated by the 1991 Town Meeting resulted in the elimination of nine full-time positions in the Fire Department. Seven firefighters, one clerk-typist, and the Deputy Chief/Operations & Training were eliminated. Replacement overtime was reduced, which resulted in a 20% reduction in the on-duty staffing for fire and emergency medical services.

Although staffing in the Fire Department was reduced, the Town continued to grow and the demand for services increased. Total emergency calls increased 8.6%, with fire emergencies increasing 15.4% and medical emergencies decreasing 7.2%. Much of the increased activity was a direct result of the opening of the Mall at Rockingham Park and the influx of population to the retail markets in the community.

The inspection, plan review, and investigative activities of the Fire Prevention Bureau increased 23% during 1991. The Fire Marshal and the Fire Inspector continued their normal activities, and were required to spend countless hours with plan reviews, inspections, and fire protection systems tests at the Mall at Rockingham Park. Although residential construction decreased during the year, the number of Certificate of Occupancy inspections for commercial occupancies increased 79.5%. Since the Fire Department is mandated to conduct fire safety inspections in commercial buildings on an annual basis after the Certificate of Occupancy has been issued, this year's increase will have an impact on service demands for years to come.

The statistical reports for the Salem Fire Department reflect the Department's high level of activity in 1991.

EMERGENCY RESPONSE SUMMARY

Fire:

Structure Fires.....	125
Vehicle Fires.....	66
Woods/grass Fires.....	162
Other Fire Emergencies.....	245
Service Calls.....	92
MVA/extrication/medical aid.....	78
Fire Alarm Activations.....	466
Malicious False Alarms.....	32
Mutual Aid.....	38
Hazardous Materials.....	<u>72</u>
Total.....	1377

EMS:

Ambulance 1 (Central).....	1211
Ambulance 2 (North).....	237
Ambulance 3 (South).....	<u>256</u>
Total.....	1804

COMMUNICATIONS STATISTICS

911 calls received	12,079
Business calls received	21,578
Department communications	25,407
Radio Transmissions.....	<u>43,794</u>
Total.....	102,858

BUREAU OF FIRE PREVENTION STATISTICS

Cert. of Occupancy-Residential.....	79
Cert. of Occupancy-Commercial.....	149
Oil burner.....	21
Wood stove.....	39
Fire alarms.....	63
Sprinkler systems.....	132
Auto. extinguishing systems.....	10
LPG (propane) installations.....	21
Flammable liquid installations.....	15
Construction inspections.....	68
Compliance inspections.....	205
Site plan reviews.....	63
Building plan reviews.....	101
Fire alarm plan reviews.....	16
Sprinkler plan reviews.....	113
Auto. extinguishing system plans.....	7
Fires investigated.....	33
Complaints investigated.....	127
Consultations.....	52
Public education sessions.....	58
Smoke exhaust system test.....	1
Routine assembly occupancy.....	55
Routine educational occupancy.....	30
Routine health care occupancy.....	5
Routine hotel occupancy.....	2
Routine apartment occupancy.....	1
Routine 1 & 2 family occupancy.....	10
Routine mercantile occupancy.....	1
Routine business occupancy.....	9
Routine industrial occupancy.....	2
Routine storage occupancy.....	4
Total.....	1492

As we enter 1992, the men and women of the Salem Fire Department look forward to maintaining our tradition of providing the highest possible level of service to the citizens of Salem.

Respectfully submitted,
Donald P. Bliss
Fire Chief

ADMINISTRATION

The year 1991 was a learning experience for our community. Many people had to learn to do without some things and to stretch every dollar to it's limit. The same held true at the Department of Public Works. With shortages in manpower, equipment, and limited funding the Department managed to maintain an acceptable level of service by being creative and working together as a team. Unfortunately not every thing that must be done can be done, and not everybody is satisfied with what did get done. As the economic situation continues to be bleak, an even more rigid prioritizing of Departmental functions must be formulated. An emphasis will be placed on public safety issues, and projects of convenience and esthetics will have a lower priority.

I would like to thank all the people I work with for their cooperation and diligence. I would also like to thank the citizens of Salem for their understanding and support.

George Sealy
Director of Public Works

PUBLIC WORKS DEPARTMENT

STREETS/SHOPS DIVISION

Over the past year the Streets & Shops Division was very instrumental in the contruction and completion of several major projects within the Town of Salem. Some of these projects included the reconstruction of a washed out section of Fairmont Road and the cleanup of over 90 trees resulting from Hurricane "Bob" in August. Millville Street as well as a portion of Shannon Road was reconstructed and paved along with several rough areas of Main Street and Bridge Street, and several drainage projects wer completed to help alleviate persistent water problems.

The Streets & Shops Division repaired 25 catch basins, cleaned and inspected over 1,500 catch basins, replaced 200 street and other safety related signs due to vandalism or other sources, used 800 tons of hottop and cold Patch for various types of normal and emergency road repairs. The Division maintains and inspects 68 vehicles and 13 pieces of equipment. This Division also excavates and hauls cover material for the wood and brush landfill at the Shannon Road Solid Waste Facility.

The Streets & Shops Division, working along with several private contractors, installed 800 feet of bridge and guardrail, painted all traffic lines and road markings, and maintained 45 traffic control signals. Winter maintenance of Salem's 350 lane miles of road, consists of 25 plow routes and 11 sand and salt routes. In calendar year 1991 there were 5 plowing operations with a snowfall of 36 inches. There were also 35 salting and sanding operations using 3,100 tons of salt and 1,200 tons of sand/salt mix to provide the safest possible driving conditions for our citizens.

The Division is on an emergency call-back status, and responded to over 50 after normal work hour emergency calls.

The Streets & Shops Division (including the Fleet, Solid Waste and Streets sections) is made up of 18 very dedicated and experienced individuals, who are an asset to the Town of Salem, and are to be commended for a job well done.

Respectfully Submitted,
William J. Duma, Jr.
Superintendent Streets/Shops Division

SOLID WASTE DIVISION

Although the year 1991 saw an increase in the tons of household trash and metal received at the Transfer Station, we were able to reduce the amount of trash shipped to the waste to energy plant in Haverhill Ma., thus saving over \$10,000 in tipping fees. This was accomplished by the efforts of some of our citizens to participate in the voluntary recycling program available at the Transfer Station.

Last year over 1450 tons of solid waste was collected and shipped to various recycling markets. Recycling achieves two purposes. First of all, it preserves our environment by reusing materials. Secondly, it provides cost savings by avoiding the cost to dispose of these materials at the Haverhill Ma. facility.

Tons of Trash to Haverhill

	1990	1991
January.....	896	851
February.....	703	716
March.....	941	817
April.....	886	879
May.....	1000	1061
June.....	1058	909
July.....	1031	973
August.....	1032	1036
September.....	887	874
October.....	1049	1006
November.....	898	906
<u>December.....</u>	<u>896</u>	<u>891</u>
Total.....	11,227	10,919

Tons Recycled

	1990	1991
Paper.....	212	275
Cans.....	008	009
Glass.....	041	062
<u>Metal.....</u>	<u>780</u>	<u>1100</u>
Total.....	1,040	1,450

PARKS & PROPERTIES DIVISION

This Division is responsible for a part of the maintenance on 25 Town owned buildings and many other Town owned properties throughout the Town, 2 Town Beaches, 4 Tennis Courts, 16 Ballfields, 1 Soccer Field, 2 Playgrounds and 2 Parks. The maintenance begins on these fields when the season begins in late April and until playoffs end in late October.

CEMETERY DIVISION

We had 94 burials and 10 Cremations in 1991. We have 3 active Cemeteries and 2 Historic Cemeteries which we maintain every year (grass cutting, trimming and leaf cleanup, in the fall). We sold 51 lots this year, none of which were sold on a pre-need basis. Our expansion program is still on schedule for this year and we shall have a new section ready for burials in early 1992, and another section will be developed in 1992 for use in late 1993 or early 1994. The Parks & Properties & Cemetery Division of the Public Works Department is made up of 5 dedicated individuals who are an asset to the Town of Salem and are to be commended for a job well done.

The Parks & Properties & Cemetery Divisions would like to congratulate Harold A. McLean on his retirement after 15 years of devoted service to the Town of Salem and it's residents.

Robert L. Dennis, Sr.
Superintendent Parks/Properties

PUBLIC WORKS DEPARTMENT

ANIMAL CONTROL DIVISION

The year 1991 saw some changes in the way complaints were handled through the Animal Control office. One such problem, with regard to dogs running at large, is an automatic \$10.00 fine for such an offense, this particular complaint is the most common one received by the Division. It should be noted that ALL dogs over the age of three (3) months are required to be licensed EVERY YEAR by May 1.

The license schedule is as follows:

\$7.00 - For any Unaltered Male or Female

\$4.00 - For any Altered Male or Female

\$2.00 - For One (1) dog only, if owner is over 65 (Proof of age is required)

There were approximately 1160 dog licenses issued in 1991. The Animal Control Officer responded to over 858 calls, picked up over 367 stray animals, these animals were either returned to their owners, or brought to the M.S.P.C.A. or given to the Derry Humane Society for disposition. In addition to stray animal calls, the Animal Control Officer responded to a large number of dead animal calls, 46 Raccoons, over 200 Squirrels, 12 Opossums, 67 Skunks and approximately 37 cats. The Officer travelled 16,003 miles throughout the year. The office is pleased to note that there was a decrease in the amount of Animal Bite Reports during 1991.

The Kennel is located on the site of the former Wastewater Treatment Plant, off Route 28.

The Animal Control Officer can be reached Monday through Friday 7:00 A.M. - 3:30 P.M., by calling 893-2335.

Paul W. Weed
Animal Control Officer

UTILITIES DIVISION

Over the past year the Utilities Division has been actively involved in all water and sewer construction in Town. Some of the major projects were as follows:

- 1) 8" Water line on Pond Street was extended 600' to service homes at the end of the line (Privately Funded).
- 2) 12" Water line end of Old Rockingham Road was extended across Route 28 to Lake Street (Privately Funded).
- 3) 400' - 8" Water line on Scott Lane, off Lincoln Terrace (Privately Funded).
- 4) Sewer Lift Station, South Policy Street was completed in August which services new Mall and a section of South Policy Street (Privately Funded).
- 5) The repair of 15 Water Main Breaks.
- 6) Replacement of 400 old water meters, with new updated water meters which have outside remote readers.
- 7) Installed or inspected 58 new service connections.
- 8) SEA Consultants, are presently involved in a water study evaluating options for future water supply. Report will be ready early in 1992 - Based on Safe Water Drinking Act of 1987 - All surface water systems must have full treatment facilities in place by June, 1993.

In addition to these construction projects, the daily operations of the Utilities Division included the following responsibilities:

WATER

- 1) Maintain all 150 miles of water lines, and all water gate boxes (water shut-offs).
- 2) 627 Fire Hydrants are checked and serviced each year.
- 3) All Residential water meters (5092) are read quarterly and repaired when necessary.
- 4) All Commercial water meters (585) are read monthly and repaired when necessary.
- 5) Daily operation at Canobie Lake Pumping Station, which pumped approximately 692 million gallons of drinking water in 1991.
- 6) Two (2) 1.5 million gallon Water Towers, located on Lawrence Road and Howard Street.
- 7) Inspect and test all water cross connection devices (Backflow Check Valves).
- 8) Manor Parkway Water Booster Station.
- 9) Route 97 and Salem Street water tie-in Stations to Methuen.
- 10) Donigian Well and Turner Well were not utilized in 1991.

SEWER

- 1) Maintain and clean sewer trunk lines (55 miles).
- 2) Sewer manholes (1562).
- 3) 10 Sewer Lift Stations, located on Commercial Drive, Stiles Road, Keewaydin Drive, Haigh Avenue, Twinbrook Avenue, Butler Street, Freedom Drive, Copper Beach Road and South Policy Street.

Bill Wells retired after 26 years of being employed by the Town. Bill worked at the Sewerage Treatment Plant until it closed and finished his time with the Utilities Division. Also Bill Cavanaugh retired after 20 years of employment. Their experience and knowledge will be greatly missed.

Thanks also to Glenn Burton, Pete Floriddia, Marla Rae Jutras, Ray Sarcione, Jerry Garabedian, Allen Waskilewicz, and Ken Tozier for a job well done.

We continue to be on emergency response status for calls day and night. It is through the efforts of these individuals that we are able to maintain the highest quality of service that our customers have come to expect and deserve.

Daniel F. Pacheco, Sr.
Superintendent Utilities Division

BUILDING DEPARTMENT

The successful opening and near completion of the Mall at Rockingham Park is an accolade to the Salem community.

The mall is one of the best examples of tax dollars at work. This could be seen through the approval process which involved the Building Department, Planning Board, Board of Adjustment, Conservation Commission, Traffic Consultants, Construction Plan Review Agent and the Salem citizens through their input at the numerous public hearings which were held. There was a lengthy permit process before construction began on the two anchor stores and the 95 tenant fit-ups. This was followed by the final inspection which allowed those areas to be occupied under Section 119.1 of the BOCA National Building Code.

The Salem Building Department issued a total of 2,384 permits during 1991 which generated \$195,206.11 in fees. In spite of a poor economy, 42 building permits were issued for new single family dwellings, two permits for duplex structures, nine permits for accessory apartments, twelve permits for in-law apartments and six building permits were issued for multi-family dwellings which will provide 24 rental apartments under the provisions of the Affordable Housing ordinance.

In 1991, ten commercial building permits were issued with total estimated construction cost of \$6,699,000. and another 87 permits were issued for commercial alterations or additions. Another sign that Salem is moving forward during hard times.

The Building Department staff besides issuing permits and performing the required inspections is responsible for numerous other areas: zoning, response to code inquiries and code complaints, making certain Town rules, regulations and codes are enforced. Responsibilities of this department include providing staff assistance to the Board of Adjustment. During 1991, 124 requests were processed for scheduled public hearings. One agenda item concerning Adult Entertainment stores in Salem was a matter of staff discussion, legal interpretation of existing laws, an issue at numerous meetings, and led to a proposed zoning amendment which will come before the Town voters in March of 1992. This was another example of the Salem community having numerous resources available to it: meeting rooms, open discussions, public notices, review of existing and proposed regulations and public input to allow freedom of speech.

We are proud to be part of the governmental functions that take place in the Salem Municipal Office Building. We proudly participated in the services offered by the Town during 1991 and we are happy to be part of a team that works with and for the Salem citizens.

Samuel Zannini, Chief Building Official

Rosemarie Hartnett, Office Manager/Agent of Board of Adjustment

Kenneth Diodati, Building Official

S. E. "Butch" Kealey, Building Official

HEALTH DEPARTMENT

The August opening of the Mall at Rockingham Park produced a significant impact on the Health Department in 1991. Over 30 new food service establishments licenses have been issued since the opening to bring the total near 170. In addition, there have been innumerable change of owner and expansion requests throughout the Town.

Town Meeting revisions in 1991 of Chapter 284 - Massage Establishments have resulted in the promulgation of new rules, reflecting the recognition of Licensed Massage Practitioners as defined in NH RSA 328B and the eventual licensing of three Massage Therapy Establishments and seven Licensed Massage Practitioners.

Continuing to recognize the critical importance of proper food handling procedures, sanitation seminars were held again in March 1991. Introductory and advanced seminars were well-attended by the industry. The possibility of a food handlers certification course is now being explored.

Code enforcement in health related areas such as failed septic systems, litter and public nuisances continues to be a priority. Public comments and reporting of potentially hazardous public health practices affect the well-being of the entire community and therefore, are welcomed and pursued to compliance.

Respectfully submitted,

Suzanne B. Doucette

Health Officer

PLANNING DEPARTMENT

The Planning Department consists of Planning Director Ross Moldoff, and Administrative Secretary, Lydia Esmel. (The Assistant Planner's position has been vacant since May, 1990 due to budgetary constraints.) Our first responsibility is administering the Town's planning laws, including zoning, subdivision, site plan, and other regulations. This involves extensive dealings with the public, investigating complaints, reviewing plans and proposals, inspecting sites, working with other staff, and arranging Planning Board meetings. In 1991 the Planning Board met over two dozen times and reviewed more than 60 new plans. Major projects included an affordable housing plan on Pleasant Street, a golf course and condo plan on Town Farm Road, and four big retail developments (Home Depot, Toys R Us, Shaws and MVP Sports). A substantial amount of time was also devoted to reviewing the Mall at Rockingham Park project prior to its opening in August. We also provide staff support to the Conservation Commission - arranging meetings, reviewing plans, and assisting applicants - and clerical service to the Health Officer .

Our second major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, coordinating the Capital Improvement Plan, and working on a variety of miscellaneous planning projects. Our major accomplishment in this area for 1991 was updating the 1986 Master Plan. We worked with a dedicated citizens committee which met every two weeks from May to December on this task. Another milestone was the completion of improvements to the Pelham Road corridor, financed in part through an impact fee system administered by the Planning Department. Other planning activities in 1991 included:

- sponsoring the Garden Club's commercial landscaping awards
- supervising an inventory of historic buildings
- studying public transit options with a Chamber of Commerce subcommittee
- helping the Housing Authority relocate existing homes for affordable housing
- working with the Rockingham Planning Commission on transportation issues
- working with Northern Utilities to develop a canoe launch site on the Spicket River, off Garabedian Drive
- directing a rezoning study for the South Policy/ Pleasant Street area
- drafting several zoning amendments to strengthen our regulations
- educating the public by speaking to various groups and organizations

We thank everyone who worked with us in 1991 and we urge all citizens to participate in the local planning process.

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 1991

APPLICANT	PROJECT	LOCATION	MAP/LOT
Gasoline Merchants	gas pump canopy	South Broadway	136-228
NED	7 lot subdivision	Rockingham Park Blvd.	116-7884
Canobie Lake Realty	kiddie dragon ride	North Policy Street	70-3608
Nu-Alpha	change of use	Cluff Crossing Road	127-4261
Nichols	(restaurant)		
Mika	child care facility	Lowell Road	119-7769
Mesiti	auto swap meet	Cluff Crossing	117-8876
	24 unit affordable	Pleasant Street	98-4080
	housing project		
G.S. Electric	relocated driveway &	Lowell Road	116-9915
	parking lot		
Nassar	landscaping business	Fairmont Road	97-4419
NBC	16 lot subdivision	Gordon Avenue	20-6055
FWM	6500 s.f. indust. addition	Industrial Way	96-10464
Captains Village	9 hole golf course &	Town Farm Road	58-7028 & 59-7029
	87 condo units		
Home Depot	123,000 s.f. retail bld.	South Broadway	128, 708, 709, 710
Toys-R-Us	51,500 s.f. retail bld.	Veterans Parkway	108-7898
Young	gas station/conv. store	Pelham Road	96-7778
Harnisch	engine repair shop	Pelham Road	96-7783
Cit. for Community Park	park & playground	Geremonty Drive	100-7527
Minassian	conven. store/sub shop	Pelham Road	97-7847
Belair	mini-golf course	N. Broadway	54-6754
FWM	5000 indus. addition	Industrial Way	96-10464
Weathervane	54 seat add. to restaurant	S. Broadway	99-1060
Canobie Lake Realty	4900 s.f. add. to maint. building	N. Policy St.	70-3608
Shaw's	revised site plan	Cluff Crossing Rd.	117-7880
354 N. Broadway Realty	1525 s.f. retail addition	N. Broadway	54-6760
MVP Sports	revised site plan	S. Broadway	143-192
Exxon	gas station/conven. store	N. Broadway	54-3535

DEPARTMENT OF ENGINEERING

With reduced staffing levels (7 persons in 1986, reduced to 3 2/3 persons in 1991, a 48% reduction) we have not been aware of the "construction slowdown". In fact, there are even greater demands for engineering services. Contractors, with few exceptions, are tempted to "cut corners in hard times, thus improving slim profit margins. This requires increased vigilance on our part to assure that specifications are met and that total life cycle costs to the Town are kept to a minimum by proper engineering plan reviews and construction inspections.

Activities this year included, but were not limited, to the following:

The Mall at Rockingham Park: On-site utilities (sewer, water and drainage systems); construction of the Rte #38 extension to Rockingham Boulevard (Mall Road) and reconstruction of seven off-site intersections including signalization.

Roadway Capital Improvements: Completion of the reconstruction of School Street and reconstruction of Millville Street (from Main Street to School Street) and reconstruction of a portion of Shannon Road (from Town Farm Road to Hooker Farm Road). Also completed was the reconstruction of Pelham Road (from Main Street to Stiles Road).

Plan Reviews and Site Inspections: This office reviewed 109 site/subdivision plans; reviewed 95 septic designs; inspected 69 repairs to existing septic systems and inspected 44 new septic system installations; issued permits for and inspected 56 sewer connections.

Consulting Services: Contracts were entered into with SEA Consultants, Inc. to provide a Water Supply Study and with KPMG Peat Marwick who will provide a Sewer Rate Study. Both studies will be received by the Town in early 1992.

Additionally, staff responded to over 4000 telephone calls and interfaced directly with visitors to our office on over 2000 occasions.

Respectfully submitted,
Edward J. Blaine, Jr., P.E.
Director of Engineering

RECREATION DEPARTMENT

The Recreation Department consists of a year round staff of one full-time coordinator and one part-time secretary. The department is presently located in the Old Town Library at 312 Main Street. There are 35 temporary / part-time seasonal employees that are employed within the Recreation Department throughout the year, working for its various programs.

The Recreation Department provides over 20 programs and activities to the Town of Salem citizens. These programs cover a wide array of interests and range from youth to adult activities such as: Gymnastics, Dance, Summer Playgrounds, Men's Basketball, CPR training, Skiing, and bus trips to major sporting events such as the Boston Red Sox. We also run special community wide events such as the Fourth of July Celebration and the town wide Halloween Party.

The department runs a successful program for Preschoolers from September to May at the Palmer School in North Salem. This program incorporates educational and recreational activities for all participants in this program. Presently, we have 90 preschoolers enrolled in our program.

The Town Beach at Hedgehog Park, located on Route 38, Lowell Road, is managed by the Recreation Department. The staff consists of two lifeguards and a beach attendant. The hours of operation will be from 12:00PM to 6:00PM Sunday through Saturday for 8 weeks. The life guards will be on duty from 1:00PM to 6:00PM, whereas, the beach attendant will be on duty from 12:00PM to 6:00PM.

Other activities, responsibilities and special events that come under the authority of the Recreation Department are the Town's Special Needs programs, such as; floor hockey, bowling, arts/crafts, track and field, and swimming. The programs require special attention due to physical, mental, emotional, and/or social handicaps of the participants. The Recreation Department hosts the annual New Hampshire State Special Olympics Basketball Tournament in January of each year.

The department manages and schedules the usage of the Town's 20 athletic fields (16 ball fields and 4 soccer fields) that are used by various groups of organized leagues such as Little League Baseball, Men's Softball, Women's Softball, Youth Soccer, and more. The department insures fairness and equity in the usage of the fields.

Overall, the department has seen an increase in usage of its programs that are offered, whereas, in 1991 over 1000 individuals participated in our programs.

In conclusion, the Recreation Department, despite the hard economic times and municipal cut backs, has continued to provide a high level of service and has offered cost effective programs to the citizens of Salem.

If you have suggestions, comments, or future program ideas that you would like to share with us, please contact our office at 893-5731 Monday thru Friday.

Submitted by,
Julie Kamal
Program Coordinator

RECREATION ADVISORY COMMITTEE

The Recreation Advisory Committee meets the Fourth Thursday of each month at the Salem Municipal Office Building, with the Recreation Coordinator Julie Kamal. The Committee goes over existing programs, special projects and new ideas that will meet the needs of the community.

The Field of Dreams Park and Playground, coordinated by the Recreation Advisory Committee member Debra Swift, is scheduled to be built in June of 1992. This project got off the ground due to the help of businesses and volunteers from the community.

The Salem Recreation Advisory Committee Members invites all interested citizens to come to their monthly meetings.

SALEM SENIOR CENTER

The Salem Senior Center is open five (5) days a week, Monday through Friday, from 9 a.m. until 5 p.m. year around. The seniors meet, join in the activities, talk with their friends, and quite a few avail themselves of the noon meal which is furnished by the nutrition program for a small donation.

The activities include Dancing (Line); Cards (Bridge, Whist, Bid Whist, Scat, Cribbage and 45's; Beano; Painting; Ceramics; Choral Group. There is a daily walking group at the Rockingham Mall at 9 a.m. Bowlers meet at Park Place in Windham on Friday mornings at 10 a.m. A Weight Loss Clinic is scheduled on Thursdays at 9:30 a.m.

There are two vans on the road. One brings seniors to the center early in the day to participate in the activities and takes them home later in the day. It is also used to take Salem seniors shopping at designated food stores, spend time at same and then brought home. The other van is used to transport seniors coming in for lunch. They are picked up at their home and returned after they finish shopping, eating or their activity. There are festive lunches served for the different holidays; these meals are well received by the seniors. Many dinners are delivered to home-bound seniors those recuperating from a hospital stay.

The health and information fair, held annually in September, is well attended. There are several different screenings provided, information tables to make seniors aware of the many possibilities for help, and flu shots given free to the seniors of Salem or anyone over 26 years of age included in the high risk group. These shots are provided by the Town of Salem. Identification cards are furnished to any person residing in Salem who is 60 years of age or older.

A vial of life program consists of a statistical paper placed in a vial containing medical information, hospital preference, next of kin to be notified in case of an emergency, doctor's name, medication and dosage taken. Medics and ambulance attendants are aware of this program. This information is used only in case of an accident or an emergency.

A call-in program is a safety precaution for seniors living alone. An elderly person telephones the center every morning to let personnel know he/she is all right. If the individual does not phone by 10 a.m., a call is placed to the home to make sure all is well. The living will program is also available for the seniors. In addition there is help with medicare, medical and income tax forms. general problems, referrals and disbursement of information (both general and specific).

The Salem Visiting Nurses Association conducts a blood pressure clinic at the center the third Thursday of each month at 12:15 p.m.

The Golden Age Club meets at the center the second Monday of each month at 12:30 p.m. The Community Council for the Elderly meets there the third Monday of each month at 12:30 p.m.

The *Salem Senior Column* is published weekly in the *Salem Observer* and the *Lawrence Eagle Tribune*. The Town Crier is a newsletter mailed every other month to all senior citizens. It informs them of the goings-on in the community.

Sally Sweet
Senior Citizens Coordinator

WELFARE DEPARTMENT

Salem's Town Welfare Department provides temporary assistance for food, heat and utilities, shelter and other necessities to residents who have no other resources to get them through difficult times or crises. The economic recession continued in 1991 to affect the number of households and the amount of assistance the Town Welfare Office provided. The Town assisted 278 households, a record number, in 1991. The total cost for General Assistance in 1991 was \$140,000. The greatest amount of funds spent went to meet housing needs, including payments of rents, preventing evictions and housing emergencies. The Town Welfare Office collected \$18,460 in welfare reimbursements in 1991. The Welfare Office also received \$18,000 in value from the Town Welfare Work Program. The Work Program is a program where welfare recipients are put to work in various Town departments to repay the Town.

The Town Welfare Office also supported a Child Abuse Neglect Prevention program for troubled families. The Town Welfare Office also continued to monitor the efforts of nine Outside Human Service Agencies that received Town funding.

We want to thank the contributors and volunteers of the Salem Christmas Fund for the great job they have done in helping Salem's low income families with turkeys, food baskets, and gifts. We also want to thank the three groups who each adopted a family to provide gifts for at Christmas. These groups that did a wonderful job are Daddy's Junky Music Store, The Video Lab in Salem, and

the Salem Women's Club. The Salem Kiwanis Club, the Salem Key Club, the Triumphant Cross Lutheran Church and Mr. Arthur Notini from Salem Paysaver's all were very generous in providing Thanksgiving turkeys and food baskets to Salem's needy families. Special thanks also to Mrs. Maggie Smith for organizing a special Thanksgiving dinner at the Salem Willow Tree Restaurant. In this effort we also want to thank the Salem Willow Tree Restaurant for hosting the Thanksgiving dinner and the staffs of both the Salem Willow Tree Restaurant and T-Bones Restaurant for volunteering their time to serve the dinner.

Big Brothers/Big Sisters is a non-profit organization whose purpose is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult and teen volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role modeling of a Big Brother/Sister. The Salem office has been open since 1987 and has been experiencing rapid growth in the past year, with the help of continued financial support through the Town, the Salem Exchange Club, a recent grant from the Lou and Lutza Smith Charitable Foundation, and an Advisory Board representing various members of the community that has been actively working to help increase visibility. Matches have increased from an average of 1 to 2 per month, bringing the current total to 29 matches, an all time high.

Bob Loranger, Welfare Administrator

TOWN FUNDED HUMAN SERVICES

The Rockingham Visiting Nurse Association/Homemaker Services. Received \$16,164 in Town funding in 1990, and \$16,000 in 1991. Provides Homemaker Services to meet needs related to problems of chronic or temporary illness, problems of aging, handicapping conditions or family stress. These services are tailored to the individual clients to assure the most needed task for his/her household are accomplished. Approximately 3,504 Homemaker visits were made to Salem residents in 1991. The Rockingham VNA has also provided acute care nursing services and special elderly health services to Salem residents.

Rockingham Hospice. Received \$4,000 in Town funding in 1990; and \$4,000 in 1991. A family centered system of care devised to provide supportive services and practical assistance for those living with terminal illness. Since every family member is affected in some way by the terminal illness, attention is directed at the needs of the family as well as those of the patient. The majority of services are provided by Hospice volunteers, men and women extensively trained in the care and support of the terminally ill. Over 75 terminally ill clients were assisted by the Hospice program in Salem last year, along with their family members.

Center for Life Management. Received \$26,000 of Town funding in 1990; and \$26,000 in 1991. Provides psychiatrists, psychologists and other specialists who work with adults, youth, couples, families and elderly offering confidential counseling for clients with long term emotional difficulties, and has an eight bed residence for adolescent girls separated from their families because of personal family problems. The Center has a community education program and works closely with schools, courts, police and other health and human service providers. The Center provides sliding fee services to low income residents of Salem. In 1991 the Center provided 832 hours of sliding fee services to Salem's low income residents.

Rockingham County Community Action Program (RCCAP). Received \$6,500 of Town Funding in 1990; and \$10,000 in 1991. RCCAP'S mission is to serve the needs of the area's low income residents by assisting them in coping with the hardships of poverty, providing them with the tools to lift themselves out of poverty and seeking to irradicate the root causes of poverty. RCCAP has an outreach office in Salem and has provided over \$184,000 worth of fuel assistance to 411 Salem residents in 1991. It has also provided Salem residents with weatherization services, family day care services, WIC Program services, food, crisis assistance and lifeline services to the isolated elderly and handicapped. The total value of services to Salem residents was over \$490,000 this last year.

Retired Senior Volunteer Program (RSVP). Town provided \$3,000 of funding in 1990; and \$3,000 in 1991. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 60 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 1991 Salem's RSVP volunteers contributed over 25,433 hours to 16 non-profit agencies in Salem, such as the Salem Boys & Girls Club, Salemhaven Nursing Home, Millville Arms Association, Salem Association for Retarded Citizens, Salem Meals on Wheels, etc.

A Safe Place/Women's Resource Center. Received \$2,000 of Town funding in 1990; and \$2,000 in 1991. Has provided direct services to battered women and their children including emergency shelter from abuse, a 24 hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and lives free from violence. Last year 28 Salem residents received these services.

The Salem District Nursing Association. Town granted \$44,371 in 1990; \$41,500 in 1991. SDNA is a certified home health agency with a twenty-six year history of providing home health services to residents of Salem. Our mission is to promote the well-being of townspeople through the provision of skilled home visits, education, and community health clinics. In 1991, the organization relocated to new quarters at 12 Stiles Road, Suite 105 to accommodate our increased professional staff of public health nurses, rehabilitation therapists and certified home health aides. Also, a new Executive Director, Anne Enos, MSDN, RN was hired. In fiscal year 1991, SDNA experienced a 24% growth in service and provided the following services: 3,064 skilled nursing visits; 535 physical therapy visits; 6,712 hours of Home Health Aide visits. Town support paid for 254 nursing visits, 535 Home Health Aide visits, 104 office visits, and 816 people seen at free blood pressure, flu shot clinics. Responding to an identified community need, SDNA instituted a free childhood immunization clinic in cooperation with Parkland Medical Center and the state health department. The clinic is located at Health Stop, 141 Main St., and meets every other month. Other services provided by the Agency include free blood pressure readings, tuberculosis screening, adult immunizations and information and referral. Care is funded through Medicare, Medicaid, HMOS and fees-for-service. Financial support from the Town of Salem and community donations allow us to service the needy and to cover those with health maintenance needs. To find out more about SDNA, call 898-4737.

KELLEY LIBRARY

1991 has been a year of challenge for the Kelley Library. Our record-breaking circulation continues unabated, but we struggle to meet community needs with fewer resources than we have had in the past.

Because of the recession, we have made a concerted effort to concentrate these resources on employment and job related information. We now have one of the best employment resource collections in the region, and we urge those of you who have not yet done so, to come to the library and take advantage of our resources.

Another highlight of 1991 was the successful fundraising effort of the Salem Junior Women's Club to purchase two IBM-compatible workstations for the library. The two workstations have greatly improved the efficiency of the Circulation and Technical Processing Departments in serving the community of Salem, and we are extremely grateful to the Junior Women's Club for all their hard work.

Even though we have fewer resources, we will continue to provide the best possible library services to the community.

BOARD OF TRUSTEES

During 1991, the Kelley Library Board of Trustees has had to struggle with satisfying increasing demands with diminishing resources. We would like to thank the staff of the library for their great dedication, hard work, and willingness to adapt to changing conditions, all of which have enabled the library to continue to be a very valuable and much used community service.

We would particularly like to thank the Salem Junior Women's Club for their successful Computer Fund-Raising drive; we deeply appreciate their support of the library and their community spirit.

Finally, we continue our pledge to make every effort to provide the community of Salem with quality library service.

James Carpenito, Chairperson

Bertice Woodbury

Richard J. O'Shaughnessy



Library Trustees

Richard O'Shaughnessy, Bertice Woodbury and James Carpenito

YOUR LIBRARY CARD GIVES YOU INSTANT ACCESS TO: THE BEST COLLECTION OF NEW AND POPULAR BOOKS OF ANY LIBRARY IN ROCKINGHAM COUNTY!

The very latest best-sellers, current books on every subject, magazines, paperbacks, audio cassettes, compact discs, video cassettes, art prints, etc. As of December 31st, 1991, the library had:

73,142	Books
22,911	Paperbacks
531	Current Magazine and Newspaper Subscriptions
3,159	Compact discs, Audio Cassettes, and LP's
422	Art Print
2,781	Video Cassettes
23,707	Registered Borrowers

“LANDMARK LIBRARY SERVICE”

- Up-to-date information you need - career and job search, small business, personal finance, health, house and home, etc.
- Access to powerful databases like DIALOG and INFOTRAC.
- Current collections of print and non-print materials, including video cassettes and CD's
- Programs, activities and services for all age groups.
- A staff of fourteen trained and knowledgeable librarians dedicated to serving you.
- A comfortable, modern building in which to read, browse or study.

MANY PEOPLE SAY, “IT’S THE BEST LIBRARY I HAVE EVER USED”

KELLEY LIBRARY STATISTICS 1991

“Dedicated to Serving You”

ADULT SERVICES:

<i>Circulation:</i>	Books, Magazines and Paperbacks.....	137,813
	Compact Discs, Audio cassettes, and LP's.....	15,201
	Video Cassettes.....	30,630
	Other (Museum Pass, A.V. Equipment).....	71
	Adult Total.....	183,715

<i>Activities:</i>	164	Book Requests Processed
	2,583	Reserve Notices Processed
	6,979	Overdue Notices Processed
	9,765	Overdue Materials Processed
	2,249	New Borrowers Registered

CHILDREN'S SERVICES:

<i>Circulation:</i>	Books, Magazines and Paperbacks.....	93,687
	Audio cassettes, and LP's.....	561
	Video Cassettes.....	21,565
	Other (Art prints).....	105
	Children's Total.....	115,918

<i>Activities:</i>	4,243	Overdue Notices Processed
	7,066	Overdue Materials Processed
	627	New Borrowers Registered
	2,279	Story Hour Attendance
	1,463	Other Programs Attendance

TOTAL 1991 LIBRARY CIRCULATION299,633

INFORMATION AND REFERENCE SERVICES:

12,361	Reference and Research Questions Answered
809	Inter-Library Loan Requests Processed
142	Online Database Searches Conducted
23	Instructional & Other Programs Conducted

TECHNICAL PROCESSING AND CATALOGING SERVICES:

Books Cataloged and Processed.....	3,084
Paperbacks Processed.....	1,962
CDs, Video cassettes & other media cataloged and processed	467
Total Library Materials Processed.....	5,513

KELLEY LIBRARY

234 MAIN STREET
SALEM, NEW HAMPSHIRE 03079

EDWARD V. REED, Jr
DIRECTOR

Tel. 898 7064
898 4202

KELLEY LIBRARY TREASURER'S REPORT

Balance of Cash on Hand January 1, 1991: 23,295.23

Income 1991:

Town of Salem	738,374.95
Fees & Charges	11,887.57
Materials of Trade	19,768.52
Trust Funds	1,751.19
Gifts	540.00
Interest	<u>1,140.94</u>
Total Income:	773,463.17

Total Available Funds 1991: 796,758.40

Expenses 1991:

Personal Services	606,416.69
Fees & Charges	8,964.55
Materials of Trade	83,204.60
Supplies	12,968.99
Services & Charges	60,274.51
Miscellaneous	<u>188.08</u>
Total Expenses:	772,017.42

Balance of Cash on Hand December 31, 1991: 24,740.98

Cash Balances, December 31, 1991:

Checking Account	24,697.24
Petty Cash (2 accounts)	<u>43.74</u>
	24,740.98

THE HOUSING AUTHORITY

The Salem Housing Authority continues to operate two elderly Public Housing complexes in the Town of Salem, Millville Arms and Telfer Circle. Through this Public Housing Program, the Authority assists 150 eligible tenant households, consisting of elderly, handicapped and disabled persons. The Authority recently completed an exterior improvements project (vinyl siding) at the Millville Arms location.

The Authority presently assists 57 eligible households through the Section 8 Housing Assistance Payments Program. Participants of the program pay 30% of adjusted income toward rent and utility costs. In 1991, the Authority made direct rental subsidy payments on behalf of the participants totalling \$278,096.

In May of 1991, the Authority closed its waiting lists for both the Public Housing and Section 8 Programs. The Public Housing waiting list presently consists of 143 elderly individuals and families, and the Section 8 list consists of 64 individuals and families. Many households are eligible for assistance, but due to the lack of funding, applicants must wait a substantial period of time before assistance is made available. The Authority continues to apply for additional allocations under the Section 8 program, in order to assist these waiting applicants.

The Authority is currently seeking other avenues to provide Affordable Housing through the ordinance which was passed by the Town of Salem in 1989. In 1991, an additional seventeen families were able to purchase homes through the Affordable Housing program, bringing the total number to 32 families. A new project is under construction for affordable rentals which should be available for occupancy in the Spring of 1992, consisting of twenty-four units.

In 1991, the Authority made its annual Payment in Lieu of Taxes (PILOT) to the Town of Salem totalling \$23,755.58. Statistical reports follow this narrative, evidencing the total contribution the Housing Authority has made to the Town, both in the form of PILOT payments as well as direct rental subsidy payments.

The Salem Housing Authority continues to seek out means of providing decent, safe, and affordable housing within the community. We look forward to working with the town of Salem throughout the coming year to meet our objectives and goals. We thank the Town of Salem for its cooperation and support.

Respectfully submitted,
Diane E. Morway, PHM, Acting Executive Director

BOARD OF COMMISSIONERS
Delbert F. Downing, Chairman
Michael J. Carney, Vice-Chairman
Doris Beshara, Commissioner
Frederick Bean, Commissioner
Bertrand H. Duvernay, Commissioner

SUMMARY OF HOUSING ASSISTANCE PAYMENTS 1991

JANUARY	\$22,531
FEBRUARY	\$22,575
MARCH	\$21,927
APRIL	\$22,976
MAY	\$23,384
JUNE	\$23,754
JULY	\$23,835
AUGUST	\$23,356
SEPTEMBER	\$23,735
OCTOBER	\$23,489
NOVEMBER	\$23,745
DECEMBER	<u>\$22,789</u>
TOTAL	\$278,096

SUMMARY OF PAYMENTS IN LIEU OF TAXES (PILOT) AND WATER & SEWER PAYMENTS

PROJECT NO. NH 17-1:

Total PILOT Payments 1977 - 1990	\$84,411.76
Plus 1991 Payment	<u>11,085.13</u>
TOTAL TO DATE 11/15/91	\$ 95,496.89

Total Water & Sewer Payments 1977 - 1990	\$109,590.46
Plus 1991 Payments	<u>12,642.90</u>
TOTAL TO DATE 11/15/91	\$122,233.36

PROJECT NO. NH 17-2:

Total PILOT Payments 1983 - 1990	\$86,133.63
Plus 1991 Payment	<u>12,670.45</u>
TOTAL TO DATE 11/15/91	\$98,804.08

Total Water & Sewer Payments 1983 - 1990	\$71,457.47
Plus 1991 Payments	<u>12,026.48</u>
TOTAL TO DATE 11/15/91	\$83,483.95

GRAND TOTAL PILOT PAYMENTS FOR

NH 17-1 and NH 17-2 to NOVEMBER, 1991	\$194,300.97
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GRAND TOTAL WATER & SEWER PAYMENTS FOR

NH 17-1 and NH 17-2 to NOVEMBER, 1991	\$205,717.31
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November 15, 1991



From Left to Right: Philip DeRosa, David Rogers, William Pry, Edith Desrosiers, Alternate John Doyle. In Rear: William Loosigian – Missing: Francis Champoux, Chairman

BOARD OF ADJUSTMENT

The Salem Board of Adjustment has five regular and five alternate members who are appointed by the Board of Selectmen for three year terms.

The Board of Adjustment receives its power from State Statute and from the Town of Salem Zoning Ordinance which allows the Board to hear appeals from zoning and code requirements. All requests are heard at a public meeting where the petitioner has the opportunity to address the Board and explain the requested appeal. A Check Off List was adopted by the Board during 1991. This allows the petitioner to know what information is required by the Board in order to make a fair decision. Agenda items may be for a variance, a special exception or an appeal from an official's decision. In most instances, the Board is able to make a decision on the night of the scheduled hearing. Should more information be requested, it would be continued to the following agenda.

While many cases are simple requests, some are more complex when they involve major commercial development such as The Home Depot site; the 60' sign at the Red Roof Inn and the appeal of building permit issued for an Adult Book and Video Store. The Board recognizes the right of all petitioners to be heard and the importance of a fair and just hearing. During 1991, 134 petitions were heard by the Board always keeping in mind the best interests of the citizens with the best interests of our community.

Francis Champoux, Chairperson
Philip DeRosa
Edith DesRosiers
William Pry
David Rogers

Keith DeSantis
John Doyle
Gerald Forcier
George Hobbs
William Loosigian



*From Left to Right: Budget Committee—Robert Ellis, David Benson, William Rudd, Earl Merrow, Chairman, Donald Heavey, Roland Maher.
Standing: David Tilton, Sel. Rep.; Bernard Campbell, School Board Rep.*



*From Left to Right: Cable Committee—Arthur Cowdery, David Benson and Pamela Berry
Standing: Robert Berthel, Douglas Micklon
Missing: Richard Gregory, Richard Egan, Cheryl Breton and James Dunaway*

CABLE COMMITTEE

This year saw many changes, in the Salem Cable Committee. The By-Laws were changed to add a non-voting member who will serve as the liaison between the Salem Cable Committee and the Salem School District Media Center. This position was created to perpetuate the guidance and technical support which was previously provided by Marie Crompton whose term expired this year.

Doug Micklon became the first public access Program Director. Since his appointment, he has been largely responsible for the procurement, construction, and efforts to equip a new studio which will soon be available to the public for the production of cable programming. The donation of his time and efforts has been appreciated.

The Committee spent most of its time and efforts clarifying the Policies and Procedures Manual, and simplifying the process of gaining access.

The new appointees this year were Pamela Berry, and Cheryl Breton (re-appointment), and Bob Berthel, School District Liaison.

The new year, 1992 promises to be exciting as the concept of public access cable finally becomes a reality to more people of Salem.

David Benson, Chairman



From Left to Right: Conservation Commission—Thomas Campbell, Wiliam Schultz, Nancy Bilodeau, Chairperson, Earl Merrow. Standing: Albert Raymond, Joleen Kealey, Kenneth Campbell, Frank Hekimian. Missing: George P. Jones III, Selectman Rep.

CONSERVATION COMMISSION

1991 was a year for change and achievements for the Conservation Commission. George Jones, after faithfully serving as chairperson for many years, was elected to the Board of Selectmen and stepped down as chairperson. A new chairperson was appointed along with 4 new members (2 regular members and 2 alternates).

During the year we accomplished, with Town staff's support, the dedication and official opening of the Canoe Launch off Garabedian Drive, the review of many dredge and fill permits for major/minor projects, and perhaps our most outstanding achievement was the final adoption of the rules and regulations for the Salem Town Forest by the Board of Selectmen.

We look forward to continuing to reach our long term goals relative to the Salem Town Forest and other endeavors we may pursue which will benefit the people of the Town of Salem.

Nancy Bilodeau, Chairperson
Conservation Commission



Town Museum

THE SALEM MUSEUM

The Salem Museum is housed in the Town's original meeting house, located next to the first cemetery in old Salem Center. Built in 1740, the old Town Hall was the center of Salem's worship and government in early years, and later was used for other Town and social events.

The Museum's two floors contain clothing, furnishings, pictures, books and articles used in daily life throughout the years in Salem. All have been donated or loaned so that people can have a glimpse of life in past years. Many items belonged to Alice Hall, well remembered as the Town's public librarian. Other items were donated by the family of Bill Brown, owner of Bill's Market (formerly Ewins Store). Museum visitors can enjoy a peek at *Godey's Magazine* of 1850 or peruse the 1898 *Text-Book of Horshoeing*. They will be fascinated with some of the ingenious kitchen and housekeeping gadgets used by early Salem homemakers and with some of the familiar farming tools that haven't changed much through the years.

Many Salem residents are interested in their history and work to keep it alive for all to enjoy. The Salem Historic District Commission is concerned with maintaining the character of the historic district. The Salem Historic Society meets to share information on the Town's history. The Museum Committee preserves and displays artifacts in the original Town Hall. In the past year, their efforts have been rewarded with visible results: outside refurbishments to the old Town Hall, the Recreation Building, and Hose House No. 2; a detailed computer inventory of all items in the old Town Hall; and attendance at courses on the preservation of fabrics. An ongoing project is an update of Gilbert's 1907 site map, to be accompanied by color photographs.

The Salem Museum is open to the public April 6 to November 2 on Mondays 2:00-5:00 p.m., or by appointment. The downstairs meeting room is available to local organizations for an occasional meeting and can be arranged by contacting curators Beverly Glynn 893-8882, Carol McShane 893-0509, or the Historic Society President Louise Ackerman 893-0740.

Respectfully Submitted by
Carol McShane



Planning Board from Left to Right: Thomas Pappalardo, Vice Chairman; Emil Corrente, Clifford Sullivan, Bernard Campbell, Sec., Robert Campbell, Glenn Gidley, Chairman

PLANNING BOARD

In 1991, the Planning Board's workload reflected the continued regional economic downturn. Although over 60 new plans were submitted for approval, many of these involved minor subdivisions, lot line adjustments, and small site plans. Among the larger projects were an affordable housing project on Pleasant Street, a golf course and housing development on Town Farm Road, and several large retail stores on South Broadway.

Our long range planning efforts made considerable progress with the completion of the Master Plan Update by a subcommittee chaired by Harold Berry. The information and recommendations in this document will help us guide the Town's future growth. Another subcommittee chaired by Gerry Forcier reviewed the problems in Salem Depot and produced several proposals to make this area more attractive. The Planning Board and Planning Department Staff also drafted zoning amendments to implement some of our long-range goals for the community.

We wish to thank the staff members who reviewed plans for us, members of our subcommittees, and everyone who participated in our meetings over the past year.

Submitted by,

Glenn Gidley, Chairman
Planning Board

ASSESSING DEPARTMENT
SUMMARY INVENTORY

	-1990-	-1991
LAND	219,693,600	213,823,830
BUILDINGS	475,535,000	506,646,150
UTILITIES	7,502,000	7,727,900
TOTAL GROSS VALUATION	702,730,600	733,197,880
ELDERLY EXEMPTIONS	4,146,400	4,107,900
BLIND EXEMPTIONS	135,000	135,000
TOTAL NET VALUATION	698,449,200	728,954,980
TAXES BEFORE VETERANS EXEMPTION	32,429,006	29,318,569
MINUS VETERANS EXEMPTION	198,700	203,000
NET PROPERTY COMMITMENT	32,230,306	29,115,569
TAX RATE	46.43	40.22
TOTAL CURRENT USE ACREAGE	2,496.02	2,494.13
TOTAL FULL VALUE	6,145,060	6,186,410
ASSESSMENT UNDER CURRENT USE	211,680	211,620
ASSESSMENT REDUCTION DUE TO CURRENT USE	5,933,380	5,974,790

NORMAND PELLETIER CNHA
Chief Assessor

REPORT OF TOWN CLERK RECEIPTS – 1991

Automobile Tax Permits	
1991 (28,150)	\$1,948,393.00
Dog Licenses	
1990 (12)	92.00
1991 (1,166)	5,765.00
Title Fees	10,566.00
Certified Copies **	4,765.00
Uniform Commercial Code Filings	17,037.00
Collection Fees	629.00
Filing Fees	9.00
Recording Fees	19.00
Legal Fees—Dogs	680.00
Dredge & Fill	38.00
Pole Permits	5.00
Hospital Liens Recorded	1,025.00
Dog License Lists	100.00
Voter-Lists	190.00
Motor Vehicle Search	194.25
Miscellaneous Copies	35.75
Miscellaneous Receipts	45.39
Marriage License Fees*	<u>13,266.00</u>
	\$2,002,854.39
* Less Remittance to State of New Hampshire for Marriage License Fees	- 13,266.00
** Less Remittance to State of New Hampshire for Certified Copies Fees	<u>- 1,896.00</u>
	\$1,987,692.39

Barbara M. Lessard
Town Clerk, Salem, NH

VITAL STATISTICS 1991

Recorded in Town Clerk's Office:

Marriages	386
Births (Born in Salem, NH)	0
Deaths	
Salem Residents—Died in Salem	57
Salem Residents—Died in other Town	70
Non-Residents—Died in Salem	19
Non-Residents—Buried in Salem	31

Barbara M. Lessard
Town Clerk, Salem, NH

TAX COLLECTOR

1991 proved to be a very hectic year. To start with, my full time bookkeeping clerk retired, and she was replaced with a part time clerk, due to budget cuts, etc.

It proved to be very difficult as there were never enough hours in the day just to accomplish the routine tasks, not to mention the ever increasing administrative work load. But, we made it! I guess we're survivors.

Even though there was an increase in foreclosures and bankruptcies, and the economy still has not taken an upward trend, the tax revenue increased slightly in 1991 compared to 1990.

It has been a challenging year, but I have enjoyed it and am looking forward to 1992.

Jacqueline Gucciardi
Tax Collector

Fiscal Year Ended December 31, 1991 - (June 30, 1992)

City/Town of: SALEM, NEW HAMPSHIRE

DR.

Levies of.....		
Uncollected Taxes -Beginning of Fiscal Year : (1)	1991	1990	Prior
Property Taxes.....		\$4,576,704.00	\$ 8,383.00
Resident Taxes.....		48,680.00	45,570.00
Land Use Change Tax....		154,770.00	
Yield Taxes.....			
Sewer Rents.....		469,874.00	
Sewer Betterments		18,496.00	
Water Sales		253,763.00	
Sewer Connector		58,648.00	
 Taxes Committed to Collector:			
Property Taxes.....	\$ 29,119,563.00		
Resident Taxes.....	188,890.00		
National Bank Stock....			
Land Use Change Tax....	35,900.00		
Yield Taxes.....	1,948.00		
Sewer Rent	2,027,163.00		
Other Utilities:			
Sewer Betterments	248,136.00		
Water Sales	1,451,213.00		
Sewer Connector	368,900.00		
 Added Taxes:			
Property Taxes.....	7,099.00		
Resident Taxes.....	17,720.00	1,340.00	
.....			
.....			
.....			
 Overpayments: (2)			
a/c Property Taxes.....	34,273.00	31,796.00	
a/c Resident Taxes.....	189.00	22.00	
a/c			
 Interest Collected on			
Delinquent Taxes.....	57,195.00	93,542.00	
 Penalties Collected on			
Resident Taxes.....	592.00	1,564.00	9.00
 Total Debits	\$ 33,558,781.00	\$5,709,199.00	\$ 53,962.00

Fiscal Year Ended December 31, 1991 - (June 30, 1992)

City/Town of: SALEM, NEW HAMPSHIRE

CR.

Levies of.....		
Remitted to Treasurer During of Fiscal Year :	1991	1990	Prior
Property Taxes.....	\$35,794,610.00	\$ 4,563,133.00	\$ 2,656.00
Resident Taxes.....	155,419.00	15,822.00	90.00
Land Use Change Tax....	30,900.00	154,770.00	
Yield Taxes.....	1,698.00		
Sewer Rents.....	1,445,318.00	469,874.00	
National Bank Stock			
Other Utilities:			
Sewer Betterments.....	227,408.00	18,496.00	
Water Sales.....	1,064,160.00	253,763.00	
Sewer Connector.....	275,800.00	58,648.00	
Interest on Taxes.....	57,195.00	93,542.00	
Penalties on Resident Tax	592.00	1,564.00	9.00
Discounts Allowed:			
Abatements Allowed:			
Property Taxes.....	8,161.00	45,367.00	
Resident Taxes.....	4,410.00	4,090.00	45,480.00
Yield Taxes.....	250.00		
Sewer Rent.....	111,300.00		
Sewer Betterments.....	599.00		
Water Sales.....	47,763.00		
Sewer Connector.....	15,500.00		
Uncollected Taxes End of Fiscal Year:			
Property Taxes.....	3,358,164.00		5,727.00
Resident Taxes.....	46,970.00	30,130.00	
National Bank Stock....			
Land Use Change Tax....	5,000.00		
Yield Taxes.....			
Sewer Rents.....	470,545.00		
Other Utilities:			
Sewer Betterments.....	20,129.00		
Water Sales.....	339,290.00		
Sewer Connector.....	77,600.00		
Total Credits	\$33,558,781.00	\$ 5,709,199.00	\$ 53,962.00

- (1) These uncollected balances should be the same as last year's ending balances
- (2) Overpayments should be included as part of regular remittance items

City/Town of: SALEM, NEW HAMPSHIRE

DR.

	1990	1989	Prior
...Tax Sale/Lien on Account of Levies of.....			
Balance of Unredeemed Taxes of Fiscal Year :		\$ 1,246,713.00	\$ 528,832.00
Taxes Sold/Executed To Town During Fiscal Year: \$ 3,592,758.00			
Date Sold/Liened			
Current Use Sold to Town	170,951.00		
Interest Collected After Sale/Lien Execution:	124,718.00	138,469.00	184,621.00
Over-payments	182.00		
Total Debits	\$ 3,888,609.00	\$ 1,385,182.00	\$ 713,453.00

CR.

Remittance to Treasurer During Fiscal Year:			
Redemptions	\$ 1,456,425.00	\$ 565,368.00	\$ 509,957.00
Interest and Cost after Sale	124,718.00	138,469.00	184,621.00
Abatements During Year	158.00	61.00	182.00
Deeded to Town During Year		1,666.00	2,648.00
Unredeemed Taxes End of Yr	2,307,308.00	679,618.00	16,045.00
Unredeemed Subsequent Taxes			
Unremitted Cash			
Total Credits	\$ 3,888,609.00	\$ 1,385,182.00	\$ 713,453.00

Jacqueline Gucciardi
Tax Collector



From Left to Right: Thomas Eden, Harley Featherston, Chairman, Joseph Conklin

TRUSTEES OF THE TRUST FUND

The Trustees of the Trust Funds are charged by state statute with the task of managing and investing funds which have been given or left by will to the Town for various purposes. In Salem these funds are held by the Trustees to care for cemetery plots, purchase library or educational materials, scholarships and spelling bees, support for the District Nurses Association, and support for the needy, to mention a few. The voters at Town Meeting have set up two Capital Reserve Funds - one for Pelham Road Improvements and one for general Town road improvements. These are also administered by the Trustees of the Trust Funds. In addition, income from the William E. Lancaster Fund is used for purposes determined by the Board of Selectmen and is available at its discretion.

Day-to-day management of the Trust Funds is under the care of Charter Trust Company of Concord, New Hampshire. Charter Trust Company prepares management reports of income and balance statements for use by the Trustees.

This report is intended to be an understandable and comprehensive report on the Town's Trust Funds. If you should have suggestions or questions, please feel free to contact the Trustees at the Municipal Office Building.

Harley Featherston, Trustee
Thomas Eden, Trustee
Joseph Conklin, Trustee

REPORT OF THE TRUSTEES OF TRUST FUNDS OF THE TOWN OF SALEM FOR 1991

***** PRINCIPAL ***** INCOME *****										
TRUST NAME	PURPOSE	BEGINNING BALANCE	NEW FUNDS	PAID OUT	GAIN/ LOSS	ENDING BALANCE	BEGINNING BALANCE	INCOME	PAID OUT	ENDING BALANCE
ALBERT KELLY III	ANNUAL SCHOLARSHIP	3,816.75			1.71	3,818.46	279.48	319.87		599.35
FRANKIE LINEHAN	ANNUAL SCHOLARSHIP	14,045.88			6.09	14,051.97	964.48	1,171.99	(1,000.00)	1,136.47
SIMPSON-MAXWELL	ASSIST NEEDED CHILDREN	5,064.25			2.21	5,066.46	397.17	426.42	(397.17)	426.42
BAILEY, JOHN	BOOKS FOR LIBRARY	2,130.67			0.93	2,131.60	167.10	179.41	(167.10)	179.41
COUNCIL OF FINE ARTS	BOOKS FOR LIBRARY	434.64			0.19	434.83	34.09	36.60	(34.09)	36.60
JOHN MCVOY	CARE OF NEEDY	69,595.42			30.44	69,625.86	5,463.90	5,860.55	(5,463.90)	5,860.55
BLOODGETT - CLARK	CEMETERY LOT MAINT	2,002.57			0.88	2,003.45	156.56	168.58	(156.56)	168.58
SIMPSON-MAXWELL	GENERAL MAINTENANCE	173,169.56			75.69	173,245.25	13,463.40	14,572.10	(13,463.40)	14,572.10
ENOCH TAYLOR	DISTRICT NURSES	23,847.62			10.43	23,858.05	1,873.01	2,008.24	(1,873.01)	2,008.24
SALEM HISTORICAL COMM	HIGH SCHOOL SUPPORT	43,513.16			19.03	43,532.19	3,416.71	3,664.23	(3,416.71)	3,664.23
SALEM HISTORICAL COMM	HISTORICAL DIST IMP	27,259.34			10.42	27,269.76	(1,570.42)	2,005.76	(650.00)	(214.66)
SALEM HISTORICAL COMM	EXPENDABLE FUND	7,873.42		(1,532.22)	3.19	6,344.39	0.00	614.75		614.75
CHARLES McLAUGHLIN	LOT CARE	1,001.34			0.47	1,001.81	151.64	90.02	(151.64)	90.02
LANCASTER	LOT CARE	2,503.04			1.26	2,504.30	609.91	243.06	(609.91)	243.06
CEMETERY	PERPETUAL CARE	43,676.09	6,110.00		20.46	49,806.55	3,280.08	3,938.73	(3,280.08)	3,938.73
MARIO BUCHERI	MEM SITE CARE	250.28			0.11	250.39	19.64	21.08	(19.64)	21.08
JOHN DIX	PUBLIC IMPROVEMENTS	19,230.52			8.41	19,238.93	1,509.85	1,619.39	(1,509.85)	1,619.39
MADELINE A LITTLE	SALEM ELEM SCH BOOKS	3,003.68			1.31	3,004.99	235.22	252.89	(235.22)	252.89
ACERMAN MEM SCHOOL	SCHOLARSHIP	3,486.12			1.52	3,487.64	273.41	293.54	(273.41)	293.54
BICENTENNIAL SCHOLARSHIP	SCHOLARSHIP	8,704.34			3.83	8,708.17	729.88	736.61	(700.00)	766.49
SCHOOL PRIZE	SCHOLARSHIP MEDALS	556.58			0.32	556.90	238.53	62.08		300.61
SCHOOL SUPPORT	SCHOOL SUPPORT	747.59			0.33	747.92	58.63	62.95	(58.63)	62.95
LANCASTER FUND	SELECTMAN'S DISC	110,600.20	500.00		46.40	111,146.60	3,700.22	8,933.33	(11,917.32)	716.23
LANCASTER SPELLING BEE	SPELLING BEE PRIZES	2,026.24			0.93	2,027.17	260.57	178.55		439.12
McCLARY TEFER FUND	UPPE OF SALEM CTR CEM	5,599.02			2.45	5,601.47	439.15	471.45	(439.15)	471.45
TOWN	PELHAM ROAD TRUST FUND	39,405.43	164,509.06	(150,183.54)	16.24	53,747.19	166.59	12,286.01		12,452.60
TOWN	PARK & PLAYGROUND	2,446.94	35,777.28	(21,281.20)	2.67	16,945.69	0.00	514.55		514.55
CEMETERY	VARIOUS	1,701.87			0.79	1,702.66	258.34	153.05	(258.34)	153.05
A & O HALL	FLOWERS	300.35			0.14	300.49	55.99	27.82	(55.99)	27.82
ALICE R DUSTIN	FLOWERS	150.20			0.07	150.27	25.66	13.73	(25.66)	13.73
ANNA B TAYLOR	FLOWERS	300.40			0.14	300.54	48.14	27.21	(48.14)	27.21
B EDWARD & E SMITH	FLOWERS	50.06			0.02	50.08	3.93	4.22	(3.93)	4.22
C CROSS & W PRIEST	FLOWERS	150.20			0.07	150.27	25.66	13.73	(25.66)	13.73
CLARENCE J SYLVIAN	FLOWERS	100.11			0.04	100.15	8.29	8.46	(8.29)	8.46
CLARENCE CAMERON	FLOWERS	600.73			0.29	601.02	118.23	56.14	(118.23)	56.14
CLINTON L SILVER	FLOWERS	100.11			0.04	100.15	8.29	8.46	(8.29)	8.46
CLYDE R COOLIDGE	FLOWERS	200.23			0.09	200.32	31.95	18.13	(31.95)	18.13
EDMOND H FETTINGILL	FLOWERS	200.23			0.09	200.32	31.95	18.13	(31.95)	18.13
G BURKHARDT	FLOWERS	300.34			0.13	300.47	29.18	25.73	(29.18)	25.73
G F HENDERSON	FLOWERS	300.37			0.14	300.51	54.71	27.72	(54.71)	27.72
GERTRUDE SILVER	FLOWERS	200.23			0.09	200.32	31.95	18.13	(31.95)	18.13
HAROLD J HOLFE	FLOWERS	300.34			0.13	300.47	26.55	25.52	(26.55)	25.52
HOWARD SMITH	FLOWERS	300.33			0.13	300.46	23.63	25.29	(23.63)	25.29
J & T CONSOLI	FLOWERS	300.36			0.14	300.50	50.98	27.43	(50.98)	27.43
LAURA TAYLOR	FLOWERS	200.23			0.09	200.32	31.95	18.13	(31.95)	18.13
M JANIGAN	FLOWERS	300.38			0.15	300.53	59.56	28.10	(59.56)	28.10

REPORT OF THE TRUSTEES OF TRUST FUNDS OF THE TOWN OF SALEM FOR 1991

***** PRINCIPAL ***** INCOME *****

TRUST NAME	PURPOSE	BEGINNING BALANCE	NEW FUNDS	PAID OUT	GAIN/ LOSS	ENDING BALANCE	BEGINNING BALANCE	INCOME	PAID OUT	ENDING BALANCE	TOTAL
MARGARET GURNEY	FLOWERS	300.36			0.14	300.50	50.98	27.43	(50.98)	27.43	327.93
R NOYES	FLOWERS	300.37			0.14	300.51	54.01	27.67	(54.01)	27.67	328.18
S & T ROBERTS	FLOWERS	200.23			0.09	200.32	31.95	18.13	(31.95)	18.13	218.45
SEBENA HALL	FLOWERS	300.35			0.14	300.49	55.99	27.82	(55.99)	27.82	328.31
W WESTENDALE	FLOWERS	300.38			0.15	300.53	59.56	28.10	(59.56)	28.10	328.63
WALTER E KIMBALL	FLOWERS	100.11			0.05	100.16	13.30	8.85	(13.30)	8.85	109.01
ANNIE M STEVENS	FLOWERS FOR LOT	100.11			0.05	100.16	13.30	8.85	(13.30)	8.85	109.01
CHARLES A QUIMBY	FLOWERS FOR LOT	100.11			0.05	100.16	13.30	8.85	(13.30)	8.85	109.01
S L ROGERS	FLOWERS FOR LOT	50.06			0.02	50.08	3.95	4.22	(3.95)	4.22	54.30
S L ROGERS	FLOWERS FOR LOT	50.06			0.02	50.08	3.95	4.22	(3.95)	4.22	54.30
TOTALS		623,849.90	206,896.34	(172,996.96)	271.55	658,020.83	37,544.03	61,442.01	(47,042.02)	51,944.02	709,964.85

REPORT OF THE TRUSTEES OF TRUST FUNDS CAPITAL RESERVE FUNDS FOR 1991 TOWN OF SALEM NH

	ROAD IMPROVEMENT FUND	PELHAM ROAD IMPROVEMENT FUND
Balance 1/1/91	259,286.93	100,727.70
Added	416,876.50	
Expenditures	(598,236.43)	(64,364.38)
Income	18,541.85	6,507.68
Balance 12/31/91	56,468.85	42,871.00

INVESTMENTS

Fidelity US Treasury Income	96,468.85	42,871.00
A money market fund invest- ing only in US Treasury obligations.		

COMMON FUND OF THE TOWN OF SALEM FOR 1991

Shares/ Par Value	Description	Rate	Maturity	Balance 01/01/91	Added	Sold	Gain or (Loss)	Balance 12/31/91	Market	Income for Year
	DREYFUS CABS MGT PLUS			82,531.10		(82,531.10)		0.00		7,847.79
155,100	FIDELITY US TREAS INC				155,100.00			155,100.00	155,100	
21,535	FIDELITY US TREAS INC				176,263.62	(154,728.54)		21,535.08	21,535	9,159.56
75,000	LINDORVILLE SB	10.00%	05/24/93	75,000.00				75,000.00	75,000	7,608.42
75,000	FED HOME LOAN BKS	9.600%	01/23/91	75,000.00				0.00		3,600.00
35,000	US TREASURY	9.000%	02/05/94	35,549.07		(75,000.00)		35,549.07	37,866	3,150.00
20,000	US TREASURY	8.250%	11/15/94		20,586.81		(205.19)	0.00		392.02
35,000	STUDENT LOAN MKTG	8.550%	02/01/95	34,650.00		(20,381.62)		0.00		2,992.50
20,000	US TREASURY	9.500%	11/15/95		21,448.13			21,448.13	22,594	1,086.45
35,000	FORD MOTOR CREDIT	8.250%	07/15/96	33,867.97				33,867.97	35,941	2,887.50
20,000	US TREASURY	8.875%	11/15/97		20,726.82			20,726.82	22,500	593.27
40,000	UNION PACIFIC	8.875%	03/01/98		40,103.23			40,103.23	43,038	1,883.47
60,094	GNNP POOL #7083	8.000%	09/15/2005	62,172.43		(7,850.98)	667.00	54,988.45	63,624	5,202.13
57,904	GNNP POOL #3642	9.000%	05/15/2009	59,284.55		(1,527.19)	3.77	57,761.13	62,682	5,289.04
75,000	CANADIAN NAT RR	14.750%	09/01/2012	87,018.80				87,018.80	84,000	11,062.50
380	ALBERTO CULVER A				8,087.87	(8,176.45)	88.58	0.00		62.70
100	AMER TR PRIMES - GE				6,359.05			6,359.05	6,850	100.76
225	NET			7,092.10				7,092.10	8,803	297.00
480	BANKEAST			6,900.00		(5.00)	(6,895.00)	0.00		
100	BECTON DICKINSON				7,759.76			7,759.76	6,850	29.00
100	BOEING				4,997.73			4,997.73	4,775	25.00
300	BORDEN				9,967.50			9,967.50	9,788	336.00
160	CAPITAL HOLDING				7,816.27			7,816.27	10,180	96.00
250	GANNETT					(10,535.22)	291.47	0.00		77.50
200	EUBBLE B			10,243.75		(10,110.67)	2,090.31	0.00		74.00
300	LAWSON PRODUCTS			8,020.36		(9,457.15)	2,062.67	0.00		30.00
250	MCDONALD'S CORP			7,394.48		(8,168.47)	830.97	7,337.50	9,500	135.01
200	PGI			14,675.00		(10,478.72)	1,007.37	0.00		84.00
200	SCOTT PAPER			9,471.35		(6,114.51)	(3,487.16)	0.00		160.00
235	SUPER VALUE STORES			9,601.67				6,786.35	6,404	84.60
335	TELEFLEX			10,083.50		(14,538.18)	4,454.68	0.00		45.23
400	UTILICORP			7,401.77		(9,664.81)	2,263.04	0.00		304.00
325	WALLACE COMPUTER			5,937.26				5,937.26	7,881	165.77
250	WESTINGHOUSE			9,281.70		(6,380.74)	(2,900.96)	0.00		
200	ZURN INDUSTRIES				7,640.06			7,640.06	7,200	44.00
	CASE			249.57	522.59	(249.57)		522.59	523	(3,463.21)
	BANKING ASSISTANCE FEES							0.00		
	TOTALS			661,393.93	484,198.29	(435,898.92)	271.55	709,964.85	740,729	61,442.01

CAPITAL PROJECTS FUND

PURPOSE	APPROP. 1991	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Water Improvements		6,929			6,929
TOTAL		6,929			6,929

CAPITAL PROJECTS FUND 1991

Cash on hand 1/1/91	93,842
Receipts: Interest	2,532
Bond Proceeds	0
Payments	(82,312)
Cash on hand 12/31/91	14,062

CONSERVATION COMMISSION 1991

Cash on hand 1/1/91	201,135
Receipts: Interest	12,047
Payments	0
Cash on hand 12/31/91	213,182

SEWER FUND

PURPOSE	APPROP. 1991	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Personnel Services	137,413		123,919		13,494
Supplies	7,680		3,539		4,141
Services & Other Charges	2,740,840		2,470,761	18,650	251,429
Capital	0		0		0
<hr/>					
TOTAL	2,885,933	0	2,598,219	18,650	269,064
<hr/>					
	APPROP. 1991	RECEIVED	BALANCE		
Revenue	2,885,933	2,904,281	18,348		

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WATER FUND

PURPOSE	APPROP. 1991	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Personnel Services	283,690		252,723		30,967
Supplies	22,970		9,835		13,135
Services & Other Charges	780,830	80,100	764,488	52,781	43,661
Capital	747,900		765,217		(17,317)
<hr/>					
TOTAL	1,835,390	80,100	1,792,263	52,781	70,446
<hr/>					
	APPROP. 1991	RECEIVED	BALANCE		
Revenue	1,835,390	1,446,875	(388,515)		

STATEMENT OF APPROPRIATION
1991

PURPOSES OF APPROPRIATIONS

GENERAL GOVERNMENT:

Town Officers' Salaries	44,520
Town Officers' Expenses	1,168,398
Election and Registration	25,920
Cemeteries	268,462
General Government Bldgs.	213,251
Planning and Zoning	109,587
Legal Expenses	153,026
Engineering	213,272

PUBLIC SAFETY:

Police Department	3,468,452
Fire Department	3,816,400
Building Inspection	237,654
Outside Detail	565,160
Lease/Purchase - Opticom	10,936

HIGHWAYS, STREETS, BRIDGES:

General Highway	1,432,070
Street Lighting	245,864

SANITATION:

Solid Waste Disposal	803,740
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HEALTH:

Health Department	60,781
Animal Control	48,250

WELFARE:

General Assistance	295,672
Outside Human Services	113,250

CULTURE AND RECREATION:

Library	755,820
Parks and Recreation	177,532
Patriotic Purposes	15,430
Elderly	104,561
Museum Equipment	2,500

DEBT SERVICE:

Principal of Long-Term Bonds	363,350
Interest of Long-Term Bonds	114,910
Interest-Tax Anticipation	368,600

CAPITAL OUTLAY:

Capital Improvements	367,480
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MISCELLANEOUS:

Municipal Water Department	1,835,390
Municipal Sewer Department	2,885,933

OPERATING TRANSFERS OUT:

Capital Reserve-Roadway Imp.	415,000
Reimbursement of Sewer Fund	137,500

MISCELLANEOUS:

Insurance	342,300
District Court	61,920
Miscellaneous Benefits	117,660

TOTAL APPROPRIATIONS

21,360,551

SOURCES OF REVENUE

TAXES:

Resident Taxes	206,390
Yield Taxes	1,950
Interest & Penalties on Taxes	604,350
Land Use Change Tax	10,000
Boat Tax	16,000

INTERGOVERNMENTAL REVENUES-STATE:

Shared Revenue-Block Grant	322,209
Highway Block Grant	291,532
Railroad Tax	453

LICENSES AND PERMITS:

Motor Vehicle Permits	2,000,000
Dog Licenses	5,680
Business Licenses, Permits, Fees	150,000

CHARGES FOR SERVICES:

Income from Departments	865,210
Rent of Town Property	24,810
Court House Lease	210,040
Outside Police Detail	687,810
Cable Franchise Fee	47,000

MISCELLANEOUS REVENUES:

Interest on Deposits	170,000
Sale of Town Property	3,580
Return on Comp. Programs	251,220
Miscellaneous	4,000
Opticom System	10,936

OTHER FINANCING SOURCES:

Income from Water & Sewer Depts	4,721,323
Income-Trust Funds	25,000
Payment in Lieu of Taxes	22,000
Fund Balance	632,462

TOTAL REVENUES AND CREDITS

11,283,955

TAXES ASSESSED

1991

TAX RATE COMPUTATION

Total Town Appropriations	21,360,551
Total Revenues and Credits	(11,283,955)
Net Town Appropriations	10,076,596
Net School Tax Assessment	17,673,035
County Tax Assessment	1,579,719

Total Town, School and County	29,329,350
Business Profits Tax Reimb.	(605,715)
War Service Credits	203,000
Overlay	391,934

Property Taxes to be Raised	29,318,569
	=====

VALUATION	TAX RATE	TAXES TO BE RAISED
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\$728,954,980	\$40.22	\$29,318,569

GENERAL FUND

STATEMENT OF EXPENDITURES 1991

Selectmen	44,990
District Court	50,749
Town Manager	119,373
Legal	182,095
Personnel	77,387
Employee Benefits	155,503
Boards and Committees	20,768
Municipal Buildings	173,964
Finance	306,762
Data Processing	160,168
Assessing	175,392
Town Clerk	165,302
Elections	19,132
Tax Collector	120,103
Debt Services	691,270
Insurance	313,789
Engineering	216,645
Planning	113,933
Inspections	233,110
Health	60,294
Police Department	3,420,432
Fire Department	3,834,827
Animal Control	56,942
Public Works	2,292,839
Lighting	268,111
Welfare	290,739
Outside Human Services	102,500
Recreation	167,116
Elderly	98,902
Library	750,263
Community Contributions	15,123
Capital Improvements	717,723
Museum Equipment	167
Youth Soccer Travel Teams	1
Young Blue Devils Basketball	1,500
Lease Purchase - Opticom	10,924
Greater Salem Caregivers	7,250
Reimbursement of Sewer Fund	137,500
Outside Detail	630,317
Overlay	640,353
Miscellaneous	0
School District	17,355,021
County Tax	1,579,719
Temporary Loans	6,000,000

TOTAL

41,778,998

GENERAL FUND

STATEMENT OF RECEIPTS 1991

Property Tax-Current Year	25,794,610	Tattoo Parlor Licenses	450
Property Tax-Prior Year	4,565,789	Food Code Manual	45
Resident Tax-Current Year	155,419	Massage Licenses	400
Resident Tax-Prior Year	15,912	Police Alarm Permits	1,980
National Bank Stock Tax	0	Police Reports	9,273
Boat Tax	17,588	Outside Detail	713,403
Land Use Change Tax	185,670	Police Alarms	10,075
Yield Tax	1,698	Parking Fines	1,848
Interest on Taxes	150,737	Other Police Income	2,506
Resident Tax Penalties	2,165	Ambulance Fees	150,111
NH Shared Revenue	927,924	Other Fire Income	1,097
Railroad Tax	453	Cemetery Lots	14,415
Highway Block Grant	291,532	Cemetery Openings	24,770
Civil Defense	516	Maps-Engineering	2,143
Other Governmental Revenue	57,850	Recycling	99
Trotting and Racing Fees	135,100	Landfill Permits	51,650
Sunday Sales	21,301	Animal Control Fees	988
Cable Franchise Fee	50,457	Landfill Tonnage Charges	113,357
Other Business Licenses	3,504	Landfill Interest	374
Elections and Registration	705	Other Public Works Income	3,341
Public Hearings	8,652	Welfare Charges	10,792
Maps, Copies, Etc.	1,820	Welfare Liens	(21,987)
Land Use Ordinance	811	Recreation Charges	65,716
Community Profile	0	Library Fees	11,888
Development Handbook	25	Sewer Administration Charges	55,000
Master Plan	0	Water Administration Charges	84,000
Planning Board	13,836	Interest Earnings	231,347
Auto Permits	1,947,671	Trust Fund Income	27,944
Title Fees	10,565	Rent of Town Property	24,205
Marriage Licenses	13,266	Court House Lease	212,539
Dog Licenses	5,857	Court Fines	5,892
Civil Forfeiture	680	Return-Comp. Programs	252,897
UCC Filings	17,030	Payment in Lieu of Taxes	23,756
Miscellaneous Clerk Fees	7,055	Sale of Town Property	23,446
Building Permits	119,960	Sale of Town Histories	157
Electrical Permits	38,328	Other Financing Sources	10,936
Plumbing Permits	12,922	Miscellaneous Revenues	12,898
Other Inspection Permits	330	Use of Fund Balance	632,462
WSPCC Permits	2,494	Temporary Loans	6,000,000
Food Service Licenses	24,626		

43,371,071

STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 1991

ISSUE DATE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	1/1/91 OUTSTANDING DEBT	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/91	PRINCIPAL DUE 1992	PAYMENTS SUBSEQUENT YEARS
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WATER BONDS									

1961	450,000	3.80	7/01/91	20,000	20,000		0	0	0
1965	550,000	3.40	7/15/95	75,000	15,000		60,000	15,000	45,000
1967	200,000	4.40	9/15/97	35,000	5,000		30,000	5,000	25,000
1972	600,000	5.00	1/15/92	60,000	30,000		30,000	30,000	0
1978	780,000	6.75	12/1/98	280,000	35,000		245,000	35,000	210,000
1982	250,000	9.009	12/1/97	94,000	18,000		76,000	18,000	58,000
1985	600,000	9.25	3/01/05	445,836	30,882	344,558 **	759,512	32,647	726,865
1986	1,250,000	7.38	7/15/01	910,000	85,000		825,000	85,000	740,000
1987	92,782	7.40	1/15/08	83,182	4,800		78,382	4,800	73,582
1990	250,000	6.90	7/15/00	250,000	25,000		225,000	25,000	200,000
	5,022,782			2,253,018	268,682	344,558	2,328,894	250,447	2,078,447
SEWER BONDS									

* 1963	1,620,000	3.00	4/01/93	225,000	75,000		150,000	75,000	75,000
* 1967	500,000	4.20	9/15/97	70,000	10,000		60,000	10,000	50,000
* 1972	655,000	5.00	1/15/92	60,000	30,000		30,000	30,000	0
1973	825,000	5.20	10/1/93	120,000	40,000		80,000	40,000	40,000
1974	1,900,000	5.55	6/01/93	300,000	100,000		200,000	100,000	100,000
1978	450,000	6.75	12/1/98	160,000	20,000		140,000	20,000	120,000
* 1982	600,000	9.009	12/1/97	221,700	43,650		178,050	43,650	134,400
1985	6,200,000	9.25	3/01/05	4,604,164	319,118	3,560,442 **	7,845,488	337,353	7,508,135
* 1987	2,207,218	7.40	1/15/08	1,976,818	115,200		1,861,618	115,200	1,746,418
	14,957,218			7,737,682	752,968	3,560,442	10,545,156	771,203	9,773,953
MUNICIPAL BONDS									

1982	2,100,000	9.009	12/1/97	777,900	152,550		625,350	152,550	472,800
1987	500,000	7.40	1/15/93	300,000	100,000		200,000	100,000	100,000
	2,600,000			1,077,900	252,550	0	825,350	252,550	572,800
HIGHWAY BONDS									

1979	1,700,000	5.70	5/01/94	400,000	100,000		300,000	100,000	200,000
1982	150,000	9.009	12/1/97	56,400	10,800		45,600	10,800	34,800
	1,850,000			456,400	110,800	0	345,600	110,800	234,800
TOTALS	24,430,000			11,525,000	1,385,000	3,905,000	14,045,000	1,385,000	12,660,000
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* Partial or full payments of principal and interest guaranteed by State of New Hampshire.

** Bond refinanced - June 1991.

GENERAL FUND

COMPARATIVE STATEMENT OF APPROPRIATIONS
1991

	BUDGET	EXPENDED	ENCUMBERED	BALANCE
Selectmen	44,520	44,990		(470)
District Court	61,920	50,749	1,392	9,779
Town Manager	130,232	119,373	449	10,410
Legal	153,026	182,095		(29,069)
Personnel	68,518	77,387		(8,869)
Employee Benefits	117,660	155,503		(37,843)
Boards and Committees	27,420	20,768		6,652
Municipal Buildings	213,251	173,964	2,080	37,207
Finance	315,209	306,762		8,447
Data Processing	169,186	160,168	1,393	7,625
Assessing	177,332	175,392		1,940
Town Clerk	164,142	165,302	170	(1,330)
Elections	25,920	19,132		6,788
Tax Collector	116,359	120,103		(3,744)
Debt Services	846,860	691,270		155,590
Insurance	342,300	313,789	900	27,611
Engineering	213,272	216,645	3,195	(6,568)
Planning	109,587	113,933	409	(4,755)
Inspections	237,654	233,110	210	4,334
Health	60,781	60,294		487
Police Department	3,468,452	3,420,432	4,833	43,187
Fire Department	3,816,400	3,834,827	736	(19,163)
Animal Control	48,250	56,942	45	(8,737)
Public Works	2,504,272	2,292,839	7,931	203,502
Lighting	245,864	268,111	7,850	(30,097)
Welfare	295,672	290,739		4,933
Outside Human Services	106,000	102,500		3,500
Recreation	176,031	167,116	16	8,899
Elderly	104,561	98,902	7,121	(1,462)
Library	755,820	750,263		5,557
Community Contributions	15,430	15,123		307
Capital Improvements	782,480	717,723	50,560	14,197
Special Articles	159,687	157,342	2,333	12
Outside Detail	565,160	630,317		(65,157)
	16,639,228	16,203,905	91,623	343,700
Prior Year Encumbrances	387,461	165,289	219,313	2,859
	17,026,689	16,369,194	310,936	346,559
Overlay	391,934	640,353		(248,419)
School & County	18,934,740	18,934,740		0
TOTAL	36,353,363	35,944,287	310,936	98,140

GENERAL FUND

COMPARATIVE STATEMENT OF RECEIPTS
1991

	ESTIMATED	ACTUAL	EXCESS (DEFICIT)

Local Taxes			

Property Tax-Current Year	29,115,569	25,794,610	(3,320,959)
Property Tax-Prior Year		4,565,789	4,565,789
Resident Tax-Current Year	204,890	155,419	(49,471)
Resident Tax-Prior Year	1,500	15,912	14,412
National Bank Stock Tax		0	0
Boat Tax	16,000	17,588	1,588
Land Use Change Tax	10,000	185,670	175,670
Yield Tax	1,950	1,698	(252)
Interest & Penalties	604,350	152,902	(451,448)
State Revenues			

Shared Revenue	927,924	927,924	0
Railroad Tax	453	453	0
Highway Block Grant	291,532	291,532	0
Civil Defense		516	516
Other Governmental Revenue		57,850	57,850
Local Sources			

Motor Vehicle Permits	2,000,000	1,947,671	(52,329)
Dog Licenses	5,680	5,857	177
Business Licenses	150,000	156,401	6,401
Income from Departments	865,210	876,989	11,779
Cable Franchise Fee	47,000	50,457	3,457
Outside Police Detail	687,810	713,403	25,593
Interest on Deposits	170,000	231,347	61,347
Trust Fund Income	25,000	27,944	2,944
Rent of Town Property	24,810	24,205	(605)
Court House Lease	210,040	212,539	2,499
Return-Comp. Funds	251,220	252,897	1,677
Payment in Lieu of Taxes	22,000	23,756	1,756
Other Financing Sources	10,936	10,936	0
Sale of Town Property	3,580	23,446	19,866
Miscellaneous Revenues	4,000	12,898	8,898
Use of Fund Balance	632,462	632,462	0

	36,283,916	37,371,071	1,087,155

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the accompanying general purpose financial statements and the combining and individual fund financial statements of the Town of Salem as of and for the year ended December 31, 1990, as listed in the table of contents. These financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1B, the general purpose financial statements referred to above do not include the General Fixed Asset Account Group, which should be included to conform with generally accepted accounting principles. The amount that should be recorded in the General Fixed Asset Account Group is not known.

In our opinion, except that omission of the General Fixed Asset Account Group results in an incomplete presentation, as explained in the above paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem as of December 31, 1990, and the results of its operations (and cash flows of non-expendable trust funds) for the year then ended in conformity with generally accepted accounting principles. Also, in our opinion, the combining and individual fund financial statements referred to above present fairly, in all material respects, the financial position of each of the individual funds of the Town as of December 31, 1990, and the results of operations of such funds for the year then ended in conformity with generally accepted accounting principles.

May 6, 1991



PLODZIK & SANDERSON
Professional Association

Plodzick & Sanderson
Professional Association
accountants & auditors

Stephen D. Plodzick, PA
Robert E. Sanderson, PA
Paul J. Mercier, Jr., CPA
Edward T. Perry, CPA

Armand G. Martineau, CPA
Tamar M.J. Maynard, CPA
James A. Sojka, CPA
John C. Smith, CPA

May 6, 1991

To the Members of the Board
of Selectmen and Town Manager
Town of Salem
Salem, New Hampshire

We have audited the financial statements of the Town of Salem for the year ended December 31, 1990, and have issued our report thereon dated May 6, 1991. In planning and performing our audit, we considered the Town's internal control structure in order to determine the scope of our auditing procedures for the purpose of expressing our opinion on the financial statements. Our review of these systems was not intended to provide assurance on the internal control structure and should not be relied on for that purpose.

Under the standards established by the American Institute of Certified Public Accountants, reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements.

A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

During the course of our review, we noted no matters involving the internal control structure and its operation that we consider to be material weaknesses as defined above.

However, the following matters came to our attention and we have discussed them with management as opportunities for efficiency and/or cost savings related to the administration of the Town.

GENERAL

Typically, a report of this type places a greater emphasis on findings of a critical nature. Therefore, to put our comments and recommendations in proper perspective, it should be noted that the weaknesses observed are not necessarily the result of poor management. Oftentimes, they are due to factors outside the control of the Town's personnel, such as organizational restrictions, budgetary limitations, or inadequate software systems. We have

TOWN OF SALEM
NEW HAMPSHIRE

COMMUNICATION OF REPORTABLE CONDITIONS,
COMMENTS AND RECOMMENDATIONS

DECEMBER 31, 1990

noted many positive aspects of the Town's financial management and procedures which are not set forth in this report.

UPDATE OF PREVIOUS YEAR'S COMMENTS AND RECOMMENDATIONS

Police Fines Receivable

In our previous letter of comments and recommendations, we suggested ways to improve the internal accounting controls over the collection of police fines, which included the monthly reconciliation of the figures submitted by the contracted agency responsible for the collection. There was little improvement in the procedures followed for formally monitoring this revenue source in 1990.

However, we have been advised by the Finance Director that, commencing sometime in 1991, the Town will assume the billing and collection of these fines. With this change from an outside contractor, it is appropriate to prepare a formal description of accounting checks and proofs to be followed by those individuals responsible for this area of accounting.

General Fixed Asset Accounting

With the exception of this one area of deficiency in the Town's record-keeping system, the Town has received an unqualified opinion on its financial statements on an annual basis. However, because fixed assets records are not maintained in accordance with generally accepted accounting principles, this exception is noted.

In general, accounting for fixed assets provides information for estimating the amount of insurance needed, monitors asset utilization, provides a safeguard over the asset, and allows for depreciation to be estimated when applicable. As with many towns in the State of New Hampshire, the Town does not maintain records for its investment in property, plant, and equipment.

Fixed asset accounting should be considered when determining future applications to be automated. Federal grant accounting as well generally accepted accounting principles, requires that adequate fixed assets be maintained.

Prior Year's Taxes Receivable

Property and yield taxes receivable totaling \$9,027 and dating back to 1971 are reflected on the balance sheet at December 31, 1990. Likewise, the accounts remain open in the Tax Collector's warrants.

**TOWN OF SALEM
NEW HAMPSHIRE**

**COMMUNICATION OF REPORTABLE CONDITIONS,
COMMENTS AND RECOMMENDATIONS**

DECEMBER 31, 1990

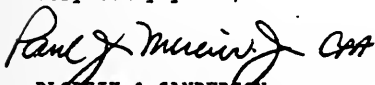
It may be appropriate for the Board of Selectmen to review these uncollected amounts and issue an abatement to the Tax Collector in order that they may be removed from the tax warrants.

This report is intended solely for the information and use of management and others within the administration. This restriction is not intended to limit distribution of this report, which upon acceptance by the Board of Selectmen is a matter of public record.

In closing, we would like to express our appreciation to those persons whose cooperation and assistance have helped us to achieve efficiencies in completing our audit.

After you have had an opportunity to review our audit report and comments above, we would be pleased to meet with you to discuss any questions that you might have.

Very truly yours,



PLESZIK & SANDERSON
Professional Association



OFFICIAL BALLOT

TOWN ELECTION AND SCHOOL DISTRICT ELECTION

TOWN OF
SALEM, NEW HAMPSHIRE
March 12, 1991

Michael J. Carney
MICHAEL J. CARNEY, SCHOOL DISTRICT CLERK
Barbara M. Lessard
BARBARA M. LESSARD, TOWN CLERK



INSTRUCTIONS TO VOTERS

1. To vote, complete the arrow(s) pointing to your choices, like this
2. To write-in a candidate not on the ballot, write the name on the line provided for the office and complete the arrow pointing to the write-in line, like this

SCHOOL DISTRICT

For School Board Member

THREE YEARS Vote for TWO:

JAMES BROWN	646	
STEPHEN BUCO	1828	
R. PATRICK CORBIN	1590	
HOWARD GOODELL, JR.	567	
BEN HOLMES	663	
BRENDA SACK	1328	
MARK ZIKO	567	

WRITE IN

WRITE IN

TOWN OFFICES

For Selectman

THREE YEARS Vote for TWO:

HAROLD BERRY	1391	
ROBERT LEWIS DEAN	122	
JOHN DOYLE	855	
DAVID W. FAGERSTROM, SR.	475	
GERALD C. FORCIER	371	
MATTHEW HYATT	1270	
GEORGE P. JONES, III	1421	
EDWARD S. KOTZEN	114	
DAVID B. TILTON, SR.	1600	

WRITE IN

WRITE IN

For Budget Committee

THREE YEARS Vote for TWO:

GLENN R. DUCHARME	1440	
ROBERT LEO ELLIS	1899	
JOHN LEVINESS	902	
WILLIAM L. RUDD, SR.	1752	

WRITE IN

WRITE IN

For Budget Committee

ONE YEAR Vote for ONE:

DAVID BENSON	1982	
BRUCE R. BRETON	1432	

WRITE IN

For Library Trustee

THREE YEARS Vote for ONE:

JAMES W. CARPENITO	1913	
ROSEMARIE HARTNETT	1903	

WRITE IN

For Trustee of Trust Funds

THREE YEARS Vote for ONE:

JOSEPH F. CONKLIN, JR.	2892	
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WRITE IN

ARTICLES

ARTICLE 2 Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would add a definition of "lot occupation" to the Zoning Ordinance.)

2116

YES

NO

ARTICLE 3 Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would require compensatory floodplain storage for any encroachment in flood hazard areas and would require any parking areas in floodplains to be tiered or sloped.)

2764

YES

NO

ARTICLE 4 Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would restrict the size of in-law apartments in the Residential District to 750 square feet.)

1805

YES

NO

ARTICLE 5 Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the Sign Ordinance by reducing the setback requirement for signs in Commercial A District, requiring temporary signs to be located on a building or wall, and requiring uniform style and color of signs in multi-tenant projects.)

2123

YES

NO

ARTICLE 6 Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would add a definition of "private garage" to the Zoning Ordinance.)

1995

YES

NO

ARTICLE 7 Are you in favor of the adoption of Amendment No. 6 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would add handicapped parking space requirements to the Parking Ordinance.)

2686

YES

NO

TURN OVER TO
CONTINUE VOTING

SAMPLE

ARTICLES (Continued)

ARTICLE 8 Are you in favor of the adoption of Amendment No. 7 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the base unit calculation in the Affordable Housing Ordinance.)

1944
YES 1412
NO

ARTICLE 9 Are you in favor of the adoption of Amendment No. 8 as proposed by the Planning Board to the Town Building Standards Code as follows? (This amendment would adopt by reference the 1990 BOCA National Building Code except for applicable amendments in Chapter 147 of the Salem Code.)

1948
YES 1260
NO

ARTICLE 10 Are you in favor of the adoption of Amendment No. 9 as proposed by the Planning Board to the Town Fire Prevention Code as follows? (This amendment which adopts by reference the 1990 BOCA National Fire Prevention Code except for applicable amendments in Chapter 187 of the Salem Code.)

2172
YES 1071
NO

ARTICLE 11 Are you in favor of the adoption of Amendment No. 10 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would create a new overlay zone which allows mixed residential, retail, and office uses in traditional town center-type development in an area between Route 93, Pleasant Street, and Lowell Road, and Muse Terrace. Restrictions on permitted uses, dimensions, architectural design, signs, parking, and landscaping are included.)

1269
YES 2383
NO

ARTICLE 12 Are you in favor of the adoption of Amendment No. 11 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would create a new zone for business and professional offices and mixed office/residential uses in the Residential District along South Policy Street and a portion of Pleasant Street, with restrictions on permitted uses, dimensions, traffic impacts, parking, building design, driveways, and conditional use permits.)

1183
YES 2495
NO

ARTICLE 13 Are you in favor of the adoption of Amendment No. 12 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would create a new zone affecting Salem Depot, the west side of Main Street, and a portion of North Broadway which promotes revitalization of the Salem Depot area and connector roads between Main Street and North & South Broadway with restrictions on permitted uses, dimensions, traffic impacts, parking, building design, driveways, and conditional use permits.)

1758
YES 1924
NO

ARTICLE 14 Are you in favor of the adoption of Amendment No. 13 to the Town Zoning Ordinance and Zoning Map as proposed by petition of the voters of the town? (This amendment would rezone two parcels on the west side of North Broadway, known as 7 and 8 Willow Street, identified as Map 89, Lots 1151 and 3130, presently in two zones, to Commercial-Industrial B District.) The Planning Board disapproves this amendment.

892
YES 2590
NO

ARTICLE 15 Are you in favor of the adoption of Amendment No. 14 to the Town Zoning Ordinance as proposed by petition of the voters of this town? (This amendment would prohibit non-municipal solid waste disposal or processing facilities, including incinerators, within three thousand (3000) feet of land in the Residential or Rural Districts.) The Planning Board disapproves this amendment.

1512
YES 2028
NO

ARTICLE 16 Are you in favor of the adoption of Amendment No. 15 to the Town Zoning Ordinance and Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone several parcels of land known as 115-137 South Policy Street, shown on Tax Map 116, Lots 4091, 4092, 4093, 4094, 4095, 4171, 4172, 4173, 4174, 4175, and 4176 from Residential District to Commercial-Industrial C District with restrictions regarding access.) The Planning Board approves this amendment.

1476
YES 2046
NO

ARTICLE 17 Are you in favor of the adoption of Amendment No. 16 to the Town Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone several parcels of property along Pleasant Street, Enterprise Drive, and South Policy Street shown on Tax Map 107, Lots 4140, 4141, 4142, 4143, 4144, 4145, 4150, 4151, 4152, 4153, 4154, and Tax Map 116, Lots 4146, 4147, 4148, 4149, from Residential District to Commercial-Industrial C District.) The Planning Board disapproves this amendment.

731
YES 2788
NO

ARTICLE 18 Are you in favor of the adoption of Amendment No. 17 to the Town Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone a parcel of land known as 362 North Broadway, shown on Tax Map 54, Lot 3535, from partly Commercial-Industrial B and partly Rural District to all Commercial-Industrial B District.) The Planning Board approves this amendment.

1758
YES 1719
NO

ARTICLE 19 Are you in favor of the adoption of Amendment No. 18 to the Town Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone a parcel of land known as 6 Industrial Way, shown on Tax Map 87, Lot 7509 from partly Rural and partly Industrial District to all Industrial District with restrictions regarding access and visual buffers.) The Planning Board disapproves this amendment.

855
YES 2603
NO

ARTICLE 20 Are you in favor of the adoption of Amendment No. 19 to the Town Zoning Ordinance as proposed by petition of the voters of this town? (This amendment would allow multi-unit Community Residential Facilities for developmentally disabled people in the Business-Office I District with certain restrictions.) The Planning Board approves this amendment.

2502
YES 1070
NO

ARTICLE 21 Are you in favor of the adoption of Amendment No. 20 to the Town Zoning Ordinance as proposed by petition of the voters of this town? (This amendment would allow accessory apartments in the Recreational District with certain restrictions.) The Planning Board disapproves this amendment.

754
YES 2752
NO

ARTICLE 22 Are you in favor of the adoption of Amendment No. 21 to the Town Zoning Map as proposed by petition of the voters of this town? (This amendment would rezone a portion of land at 242 North Broadway, shown on Map 72, Lot 3281, from Residential District to Commercial-Industrial B District with conditions regarding visual buffer/screening.) The Planning Board approves this amendment.

1815
YES 1698
NO

SAMPLE

NOTES



Salem, New Hampshire

EMERGENCY NUMBERS:

Ambulance	911
Fire	911
Police	911

IMPORTANT NUMBERS:

Connecting all Departments	893-5731
District Court	893-4483
Animal Control Services	893-2335

Fire Department & Ambulance:

Emergency	911
Business Calls	898-9774
Fuel Assistance	898-8435
Housing Authority	898-6417
Kelley Library	898-7064
Landfill	893-1751

Police:

Emergency	911
Business Calls	893-1911
Public Works Dept.	893-5305
New Hampshire Registry of Motor Vehicles	893-8734

School Dept.:

Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
High School	893-7069
Senior Citizens' Center	893-8607